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ABSTRACT

The National Association of College and University Attorneys surveyed its members for information about compensation and benefits they receive from their employers. The survey was conducted between December 1998 and February 1999 and elicited responses from 285 principal attorneys who were employed full-time by a university or a state government, or who worked as outside counsel to a university. Salaries of principal attorneys and other legal staff are reported in tables broken out by years of legal experience, fund expenditures, and student enrollment. Characteristics of the attorneys, such as age, legal experience, gender, ethnicity, responsibilities, pay relationship to size of legal staff, are presented in numerous tables throughout the text. Tables also detail employee benefits such as insurance and health care. Also listed are special characteristics, such as size, experience, and billing rates, of firms used by universities for outside counsel, and the characteristics of the participating institutions. The survey questionnaire is appended. (JM)

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1999 Compensation and Benefits Survey Report

National Association of College and University Attorneys

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About NACUA

Established in 1961, NACUA is a non-profit educational organization of nearly 3000 attorneys representing approximately 700 institutions. Its primary mission is to improve the quality of legal assistance to colleges and universities. NACUA produces publications, sponsors workshops, operates a Legal Reference Service through which attorneys share their knowledge and work products on current legal issues, and maintains a home page on the World Wide Web (http://www.nacua.org).

* * * * * * * * * * * * *

To order additional copies of the survey, please send a check for the appropriate amount; or you may use your MasterCard or Visa. Please make checks payable to NACUA, and send to: NACUA, One Dupont Circle, Washington, DC 20036. Phone: 202/833-8390; Fax: 202/296-8379.

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NACUA acknowledges and thanks the College and University Personnel Association for granting permission to use its most recent survey data to correlate the results of its compensation and benefits survey with those of NACUA.

Survey conducted and report prepared by:
Fetzer-Kraus, Inc.
5128 Linnean Terrace, NW
Washington, DC 20008

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Contents

I. Introduction 1

Overview of the Survey 1

Methodology 2

Table Formatting Conventions 2

Definitions 3

II. Annual Salary of College and University Legal Staff 4

Principal Attorney 4

Other Legal Staff Salaries 4

Comparison with College and University Personnel Association (CUPA) Administrative Compensation Survey 5

Salary Data by Institutional and Personal Characteristics

Principal Attorney 6

Chart 1. Principal Attorney Salary by Years of Legal Experience 8

Chart 2. Principal Attorney Salary by Current Fund Expenditures 9

Chart 3. Principal Attorney Salary by Student Enrollment 10

Attorney III 11

Attorney II 13

Attorney I 15

Legal Secretary 17

Paralegal 19

III. Characteristics of Principal Attorneys Employed by Colleges and Universities 21

Relationship with Employer 21

Age and Legal Experience 21

Gender and Ethnicity 22

Current Rate of Pay 22

Responsibilities and Pay Relationships 23

Size of Attorney Staff and Relationship to Pay 23

Other Legal Staff 24

Operating Budget for the Legal Office 24

Attorneys' Outside Activities 24

Table 1. Principal Attorney's Relationship with Employer 25

Table 2. Principal Attorney Age and Legal Experience 26

Table 3. Principal Attorney Gender and Ethnicity 27

Table 4. Principal Attorney Current Rate of Pay 28

Table 5. Principal Attorney Responsibilities and Pay Relationships 29

Table 6. Principal Attorney's Pay in Relation to Number of Attorneys on Staff 31

Table 7. Other Legal Staff 32

Table 8. Operating Budget for the Legal Office 33

Table 9. Policies Regarding Attorneys' Outside Activities 34

IV. Characteristics of Other Legal Staff 35
Gender, Ethnicity, Experience, and Salary 35
Table 10. Attorney III Gender, Ethnicity, Experience, and Salary 37
Table 11. Attorney II Gender, Ethnicity, Experience, and Salary 38
Table 12. Attorney I Gender, Ethnicity, Experience, and Salary 39
Table 13. Legal Secretary Gender, Ethnicity, Experience, and Salary 40
Table 14. Paralegal Gender, Ethnicity, Experience, and Salary 41

V. Employee Benefits of Legal Staff 42
Non-Salary Cash and Deferred Compensation 42
Professional Expenses 43
Other Benefits 43
Cost of Benefits 43
Table 15. Insurance & Health Care Benefits 44
Table 16. Other Cash and Deferred Compensation 47
Table 17. Professional Expenses 48
Table 18. Other Benefits 49
Table 19. Professional Liability Insurance 51

VI. Characteristics of Outside Counsels 52
Table 20. Size and Experience of Outside Counsel's Law Firm 53
Table 21. Billing Rates of Outside Counsel's Firm 55

VII. Characteristics of Participating Institutions 56
Table 22. Principal Attorney's Relationship to Represented Institution 58
Table 23. Current Fund Expenditures of Surveyed Institutions 59
Table 24. Affiliation, Carnegie Classification, and Highest Degree Granted 60
Table 25. Enrollment, Tuition, and Accreditation Region 61
Alphabetical List of Institutions Represented by Survey Participants 62

Appendix A. Survey Questionnaire

I. Introduction

The National Association of College and University Attorneys periodically conducts a compensation and benefits survey of its member attorneys, all of whom represent colleges and universities or closely related institutions with an interest in the legal aspects of higher education. The current survey, conducted between December 1998 and February 1999, reports salaries and benefits current at that time. Past surveys were conducted in 1988, 1991, and 1994.

The sample for the survey consists entirely of attorneys who are either the primary representative of the NACUA member institution or the principal attorney for a particular campus. In this report, "principal attorney" refers to both groups of member representatives. All totaled, approximately 700 colleges and universities are represented by the attorneys who were invited to participate in the survey.

The survey was primarily designed to collect information about the compensation, characteristics, and benefits of college and university legal staff. In all, 285 principal attorneys participated. Three-fourths of these respondents are in-house counsel, full-time employees of the institutions that are members of NACUA. Nineteen percent are outside counsel. Among NACUA's membership, more than one-half of principal attorneys who are employed full-time by a represented institution responded to the survey. Less than one-third of principal attorneys who serve as outside counsel to a represented institution responded.

This report is divided into seven sections. Section I includes a brief explanation of the survey methodology and the statistics presented in the report. Of the 285 principal attorneys responding to the survey, 211 are in-house counsel employed full-time by a college or university. Another 12 are in-house counsel employed full-time by a state government. Another 7 are in-house counsel employed part-time by a college or university. Fifty-five respondents are outside counsel. All but one of the 223 full-time in-house counsel reported a salary.

Section II reports annual salaries of 222 principal attorneys who are full-time in-house counsel. This section also reports salaries for legal secretaries and paralegals, and three levels of staff attorney. Salaries of all six positions are broken out by characteristics of the employing institution (including current fund expenditures, enrollment, tuition, highest academic offering, affiliation, and Carnegie classification), by characteristics of the individual employee (gender, ethnicity, and years of experience), and by accrediting region.

Section III describes the demographic and occupational characteristics of the 211 principal attorneys employed full-time as in-house counsel by colleges and universities. Section IV briefly describes characteristics of the legal staffs who report to these principal attorneys. Section V describes the employee benefits received by these college and university legal staff.

Section VI describes the outside counsels responding to the survey, including size of law firm, years of higher education legal experience, number of higher education clients, hourly billing rates of partners and associates, and estimated 1998 billings for legal services to the institution represented in NACUA.

Section VII describes the institutions represented by all principal attorneys participating in the survey and provides an overview of the relationship between institutional characteristics and in-house principal attorney compensation. A list of participating institutions (in most cases, those represented by an outside counsel were not identified) is included in this section.

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The *1998–1999 Compensation and Benefits Survey* was carried out under the direction of the Committee on Member Services, co-chaired by Frederick G. Savage and J. Kelley Wiltbank.

Fetzer-Kraus, Inc., a firm that specializes in compensation research, was retained by NACUA to receive survey responses, tabulate and report the results, and ensure the confidentiality of individual responses. Fetzer-Kraus assures participants that all responses have been handled in strict confidence and that no identifiable data will be released.

The quality of the survey results is ultimately dependent on the conscientious effort of each participant to report appropriate and accurate information. NACUA extends its deepest appreciation to the 285 principal attorneys whose efforts made this report possible.

Methodology

All principal attorneys of NACUA member institutions were invited to participate in the *1998–1999 Compensation and Benefits Survey.* NACUA mailed each potential participant a survey questionnaire in December, accompanied by a cover letter describing the purpose and scope of the survey. A second copy of the questionnaire was mailed in February to those who did not respond to the first mailing. NACUA also sent e-mail reminders to return the survey. Completed questionnaires were returned directly to Fetzer-Kraus, Inc., the research firm that tabulated the results and prepared this report. Fetzer-Kraus called participants as necessary to clarify and confirm salary and benefit-related information and other responses.

Most in-house principal attorneys reported fiscal year 1999 current fund expenditures for their college or university. The majority of outside counsel were not able to report this information. With the exception of current fund expenditures, the survey did not ask for institutional demographics. NACUA obtained other institutional demographics from the *1999 Higher Education Directory*. Records provided to NACUA by the publisher of this directory were merged with information provided in the survey by principal attorneys. Information from the *1999 Higher Education Directory* included highest academic offering, Carnegie classification, affiliation, student enrollment, and annual tuition. The majority of the 55 institutions represented by outside counsel were not identified in the survey and a small number of responses were from institutions not listed in the directory.

NACUA also obtained, from the College and University Personnel Association (CUPA), the *1998–99 Administrative Compensation Survey* report. This survey was conducted in September 1998 and includes salary data for college and university general counsels and staff attorneys. The CUPA survey position of General Counsel is comparable to the NACUA survey position of Principal Attorney. Section II of this report includes a comparison of salary data in the NACUA and CUPA surveys.

Table Formatting Conventions

Several formatting conventions make it easier to read the tables in this report. These conventions are:

"0%" indicates the response was less than 0.5% of the category total,
"–" (a dash) indicates there was no response to report, and
" " (a blank) indicates there were too few values to calculate the median or other percentile.

In tables that report categorical responses (for example, the number of "Yes" or "No" answers), each response or possible answer is represented by two rows. The first row reports the number of survey participants who gave that answer. The second row reports the percentage of participants, in that column, who gave that answer. The first row in each table—the *base row*—reports the total

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number of responses in that table and is the base for the column percentages. The number of responses reported by a table or a portion of a table may be less than 282 principal attorneys. When a table reports responses of one or more sub-groups, the title of the table typically identifies the responses being reported. When the percentage base changes within a table, the new base row is identified by a bold-face heading.

When non-response is minor and does not add to understanding of the response, non-response is not reported. When column percentages do not add to 100%, the difference is typically attributable to non-response.

Definitions

In the salary reporting tables in Section II, the first row, labeled "Full-time Employees," reports summary salary statistics for all full-time employees reported in the survey. There are two pages of tables for each of the six surveyed positions. Part-time rates of pay, if any, are reported on the last row of the second page of tables. There are eight columns of information on each page. From left to right, these columns are:

Employers Reporting. This is the number of survey participants who reported one or more employees in that position.

Employees Reported. This is the number of full-time employees reported for that position.

10th Percentile. An estimate of the annual salary that is equal to or greater than 10 percent of all salaries paid for that position. Percentiles are estimates of position in a list of salaries arranged from lowest to highest (or highest to lowest) and are not necessarily actual reported salaries. The 10th percentile is calculated when 7 or more rates were reported.

25th Percentile. Calculated when 5 or more salaries were reported; estimates the salary that is equal to or greater than 25 percent of all salaries paid for that position. Generally, the more salaries reported in a category, the more accurately percentiles estimate the distribution of all salaries paid by institutions with that characteristic or to individuals with that characteristic.

50th Percentile. The median, calculated when 3 or more rates were reported, estimates the middle wage or salary in the distribution of all wages or salaries represented by the reported rates. One-half of the base pay rates for that position may be assumed to be equal to or less than the median; one-half may be assumed to be equal to or greater than the median.

75th Percentile. Calculated when 5 or more salaries were reported, estimates the salary that is equal to or greater than 75 percent of all salaries paid for the position.

> *The 25th percentile and the 75th percentile bracket the middle 50 percent of all salaries paid for the position. This estimate of the mid-range is generally considered the most reliable indicator of prevailing rates of pay. High and low rates, and averages, can vary greatly from survey to survey, depending on the number of institutions responding and the number of incumbents reported. The mid-range is the single best estimate of prevailing rates of pay.*

90th Percentile. Calculated when 7 or more salaries were reported; estimates the salary that is equal to or greater than 90 percent of all salaries paid for that position.

Average Annual. The arithmetic mean of all salaries reported. When a single salary was reported, the average is the actual rate.

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II. Annual Salary of College and University Legal Staff

This section reports annual salaries of full-time principal attorneys, as well as annual salaries for three levels of staff attorney, for legal secretaries, and for paralegals. The tables in this section report the average salary for each of these six positions and the distribution of salaries from the 10th percentile—90 percent of the people in the job make this much or more—to the 90th percentile—10 percent of the people in the job make this much or more.

There are two pages of salary statistics for each position. Salary data are reported for five sizes of institution as measured by current fund expenditures (annual budget), five sizes of institution as measured by student enrollment, four categories of institutions based on highest academic offering, four categories of institutions based on affiliation, four categories of institutions based on tuition, five categories of institutions based on Carnegie Code, and six accrediting regions. Salaries of principal attorneys employed by state governments are compared with the salaries of principal attorneys employed directly by colleges and universities. Salaries are also reported by the job holder's years of experience, gender, and ethnicity. Relatively few part-time employees were reported to the survey. The distribution of hourly rates for part-time employees, if any, is reported in the last row of salary data for each position.

Principal Attorney. Among 222 full-time in-house principal attorneys whose salaries were reported, average salary is $109,238 (one of 223 full-time in-house principal attorneys reported to the survey did not report salary). One-half of these 222 attorneys receive salaries of $98,500 or more. Salary is directly linked to size of institution as measured by budget and by number of students enrolled. Average salary, for example, ranges from $84,346 among attorneys employed by institutions with current fund expenditures under $40 million to $158,290 among attorneys employed by institutions with current fund expenditures of $600 million or more.

There are also significant differences in salary based on other institutional characteristics. Average salary is $121,566 among 117 principal attorneys who work for institutions that award doctorates. Average salary is approximately $95,500 among all other principal attorneys. Salaries are significantly higher among principal attorneys who work for independent institutions, compared with salaries of principal attorneys who work for public institutions.

In general, the higher the tuition, the higher the principal attorney's salary. This relationship is particularly apparent when comparing the salaries of principal attorneys who work for institutions that charge $20,000 or more for tuition with the salaries of all other principal attorneys. Salaries are highest, averaging $177,400, among 22 principal attorneys employed at institutions whose Carnegie classification is "research, private."

Salaries range from an average of $55,694 among five principal attorneys who have five or fewer years of experience to $151,715 among 27 principal attorneys who have on average more than 30 years of experience. In comparison with other characteristics, variation in salaries by gender and ethnicity is relatively small and, based on the salaries reported, mostly attributable to size and type of employer.

Other Legal Staff Salaries. The reporting categories for this group of employees include more than 50 "breakouts" of salary information using all of the same institutional and demographic characteristics used in comparing primary attorneys' salaries.

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Comparison with College and University Personnel Association (CUPA) Administrative Compensation Survey. While NACUA's survey is the best available sample of higher education institutions that employ principal attorneys, it may be useful to compare its salary data with data from other surveys. CUPA, for example, conducts an annual survey of compensation in higher education institutions that includes a General Counsel position directly comparable to the NACUA Principal Attorney position and a Staff Attorney position that is a composite of the three NACUA staff attorney positions. This annual survey is highly regarded by college and university administrators.

The only directly comparable statistic between surveys of different sample sizes and compositions is average salary. CUPA's survey does not report average salary, ruling out a direct comparison. Median salary, an excellent measure of year-to-year change in an established sample of employers, can vary widely when the size and composition of the sample varies. This variation must be considered when comparing medians between different samples.

Given this caution, medians between the NACUA and CUPA surveys, conducted approximately three months apart, are nevertheless similar. In CUPA's sample of 1,456 higher education institutions, 265 reported a General Counsel salary. Median salary among these 265 top attorneys is $99,000, compared with a median of $98,500 among principal attorneys responding to the NACUA survey.

Perhaps the best comparison between the NACUA survey and the CUPA survey is among institutions that award a doctorate, since the two samples are closest in size on this institutional characteristic. The CUPA survey reports 20th, 40th, Median (50th), 60th, and 80th percentiles. The NACUA survey—because compensation comparisons and decisions are often based on the mid-range of surveyed salaries—reports 10th, 25th, Median (50th), 75th, and 90th percentiles. Among institutions that award a doctorate, there are 117 principal attorneys in the NACUA survey and 119 general counsels in the CUPA survey. The distribution of salaries at each percentile in the two surveys is:

	CUPA	*NACUA*
10th percentile		80,201
20th percentile	92,625	
25th percentile		92,998
40th percentile	105,000	
Median (50th)	110,323	108,100
60th percentile	119,700	
75th percentile		140,002
80th percentile	151,857	
90th percentile		171,199

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Principal Attorney

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	222	222	$65,002	$80,000	$98,500	$129,594	$164,002	$109,238
Current Fund Expenditures								
Less than $40 million	23	23	54,999	65,002	77,500	92,999	120,001	84,346
$40-$99 million	36	36	63,001	70,250	85,000	96,350	110,001	85,234
$100-$199 million	36	36	76,001	81,997	97,861	108,735	129,593	98,373
$200-$599 million	44	44	79,389	88,500	108,550	133,124	164,001	114,106
$600 million or more	40	40	99,605	125,445	149,000	180,900	228,500	158,290
Not any/not reported	42	42	57,795	65,000	92,000	124,000	150,002	100,147
Student Enrollment								
Fewer than 10,000	81	81	59,997	72,005	86,000	109,472	127,322	92,163
10,000-15,999	45	45	69,500	81,993	93,002	130,002	162,500	108,180
16,000-24,999	30	30	76,000	88,000	105,650	134,200	186,500	119,900
25,000-29,999	14	14	86,999	99,710	132,300	155,000	218,001	136,560
30,000 or more	12	12	106,090	116,000	131,024	143,150	176,802	144,328
Not any/not reported	39	39	65,002	80,002	109,000	137,799	165,108	113,300
Highest Offering								
Doctorate	117	117	80,201	92,998	108,100	140,002	171,199	121,566
Master's	42	42	59,997	67,002	80,002	93,000	118,422	85,152
Bachelor	11	11	55,998	57,799	71,000	78,599	117,302	75,909
Associates	12	12	62,998	65,500	75,675	92,861	100,002	78,293
Not any/not reported	39	39	65,002	80,002	109,000	137,799	165,108	113,300
Affiliation								
State	120	120	63,386	76,262	92,501	107,818	135,750	96,601
Independent	37	37	60,001	87,499	118,420	166,401	228,799	134,914
Catholic	18	18	67,002	99,982	120,797	150,000	161,998	118,641
All others	16	16	64,999	76,000	89,800	123,660	171,199	103,883
Not any/not reported	31	31	79,998	89,002	113,308	149,999	165,112	124,814
Annual Tuition								
Less than $2,500	45	45	63,772	70,999	85,000	100,002	130,000	90,477
$2,500-$4,999	59	59	71,002	84,202	96,600	109,599	139,997	100,442
$5,000-$19,999	55	55	60,000	77,502	100,000	127,319	160,000	104,536
$20,000 or more	23	23	88,599	117,302	162,500	215,999	237,001	166,396
Not any/not reported	39	39	65,002	80,002	109,000	137,799	165,108	113,300
Employer								
College or university	210	210	66,525	80,200	99,846	130,001	165,000	111,157
State government	12	12	49,998	58,214	74,750	94,550	100,002	75,652

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Principal Attorney

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	222	222	$65,002	$80,000	$98,500	$129,594	$164,002	$109,238
Carnegie Code								
Research, public	36	36	85,001	97,808	113,050	134,600	151,856	118,710
All other public	75	75	62,800	72,008	85,000	97,720	108,100	86,814
Research, private	22	22	119,998	133,000	163,250	216,000	237,002	177,400
All other private	48	48	60,002	77,750	98,500	119,210	150,001	100,879
System office	35	35	65,000	79,392	107,000	129,999	165,000	111,088
Not any/not reported	6	6		85,800	128,900	169,000		138,850
Years of Experience								
5 or fewer	5	5		44,499	50,000	63,002		55,694
6-10	21	21	59,997	64,999	77,500	87,502	120,002	83,960
11-15	37	37	55,001	65,999	87,000	105,002	129,999	91,967
16-20	53	53	72,005	81,999	93,336	110,002	149,999	102,504
21-30	77	77	79,501	89,998	108,100	133,002	163,999	116,927
More than 30	27	27	98,001	110,002	147,175	171,199	215,999	151,715
Not reported	2	2						137,000
Gender								
Male	136	136	65,002	81,750	105,000	132,424	166,398	113,600
Female	84	84	63,771	76,762	93,168	115,855	159,999	102,125
Not reported	2	2						111,350
Ethnicity								
African American	13	13	66,999	79,999	113,000	142,508	150,002	110,646
Asian	4	4			92,172			97,586
Caucasian	190	190	65,000	80,001	98,250	127,000	165,755	109,912
Hispanic	5	5		85,522	106,092	130,002		101,883
All others	2	2						88,206
Not reported	8	8	71,002	86,050	103,050	126,000	151,698	106,613
Accrediting Region								
New England	17	17	65,001	77,499	89,000	125,002	217,999	111,196
Middle States	41	41	59,998	87,999	110,000	150,002	203,002	125,488
Southern	54	54	70,999	83,000	99,000	125,890	160,901	107,706
North Central	83	83	64,998	77,002	94,000	122,899	150,001	100,969
Northwest	13	13	69,199	75,999	81,994	96,602	110,001	87,685
Western	14	14	64,999	99,982	125,000	145,000	258,001	134,213
Part-time Employees								
Annual pay*	6	6		35,000	50,560	57,107		48,575

*Annual hours may vary.

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COLLEGE AND UNIVERSITY PRINCIPAL ATTORNEYS

Salary by Years of Legal Experience

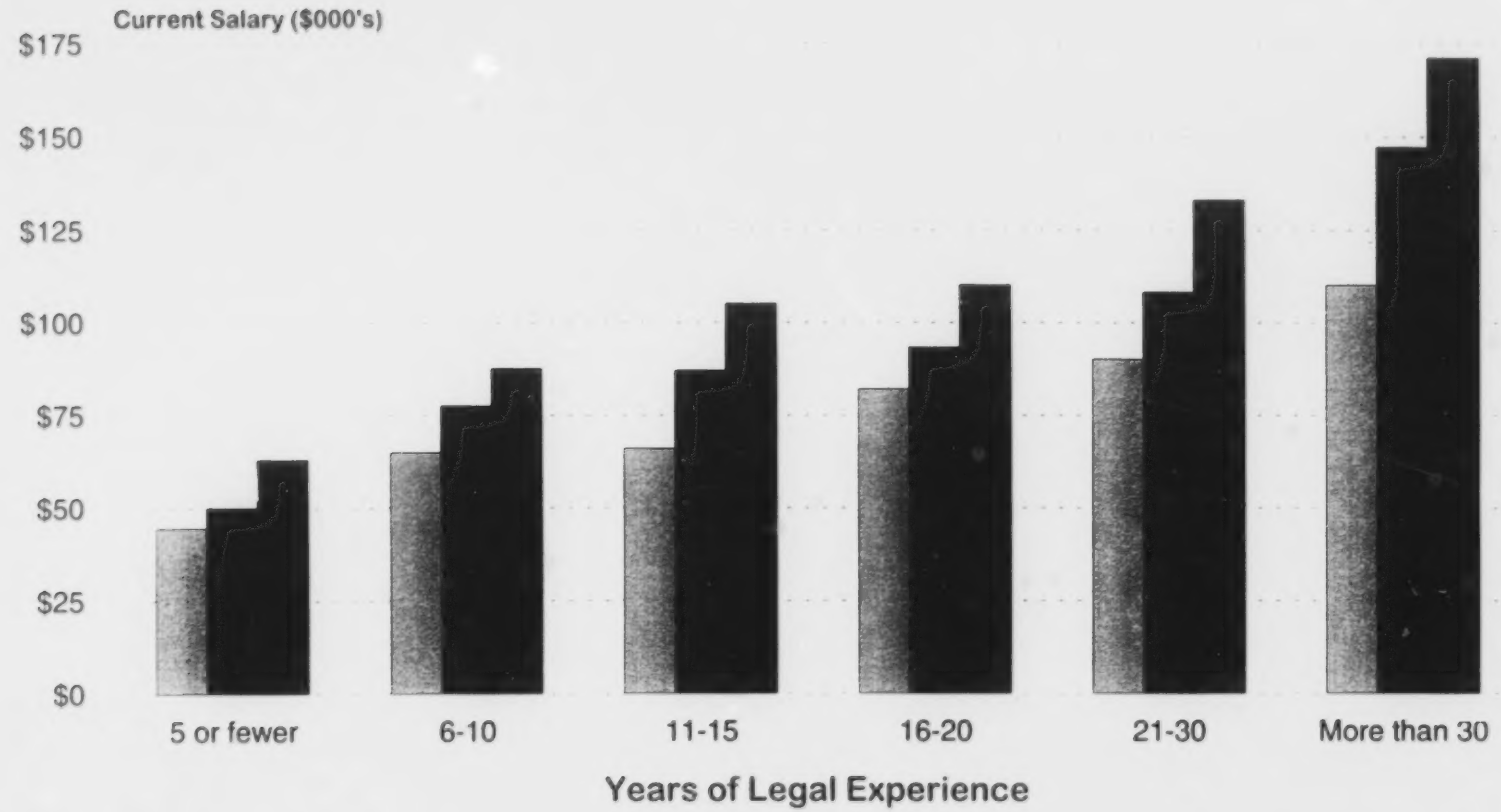

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Chart 1
The NACUA 1998-1999 Compensation and Benefits Survey

COLLEGE AND UNIVERSITY PRINCIPAL ATTORNEYS

Salary by Current Fund Expenditures

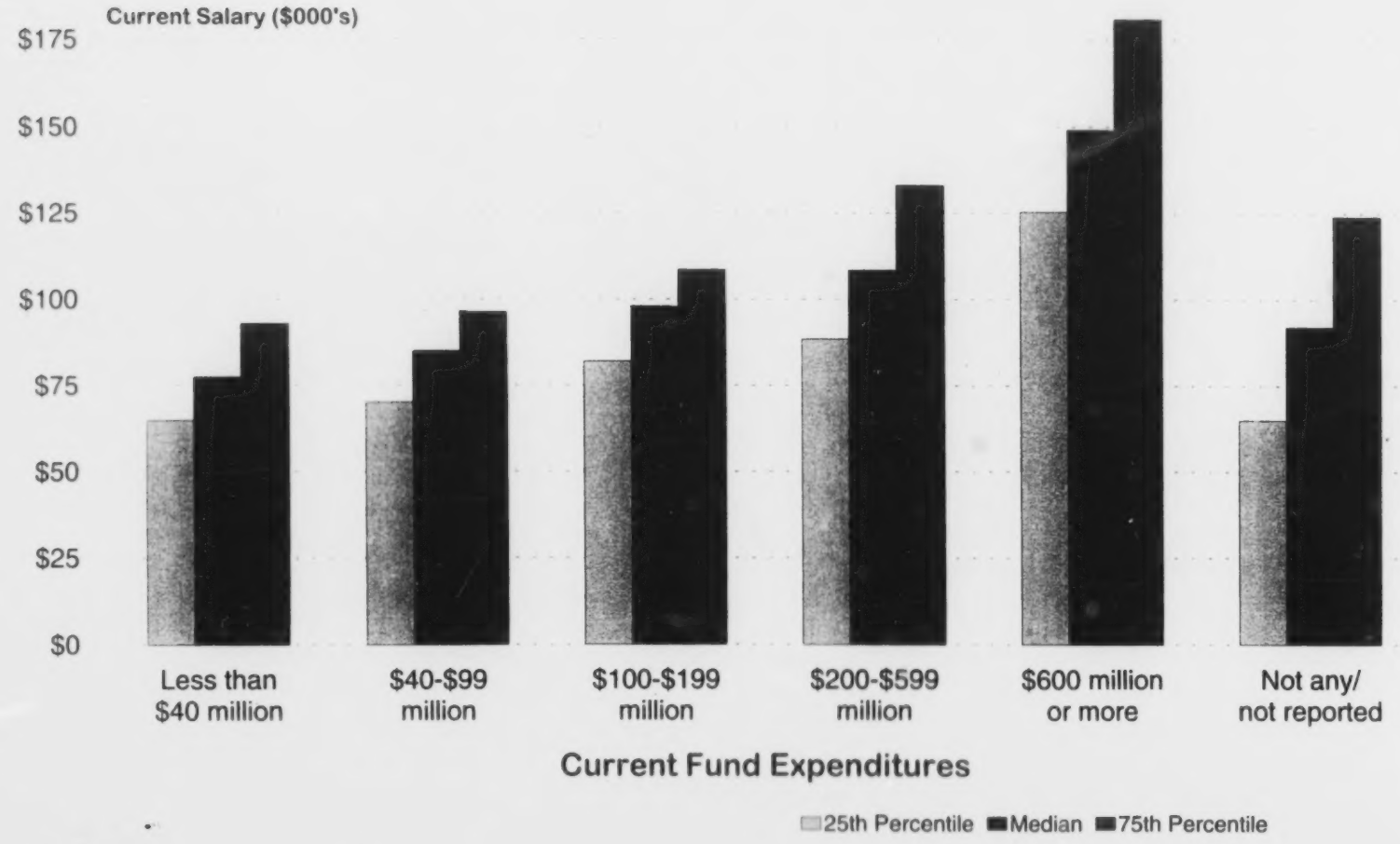

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Chart 2
The NACUA 1998-1999 Compensation and Benefits Survey

COLLEGE AND UNIVERSITY PRINCIPAL ATTORNEYS

Salary by Student Enrollment

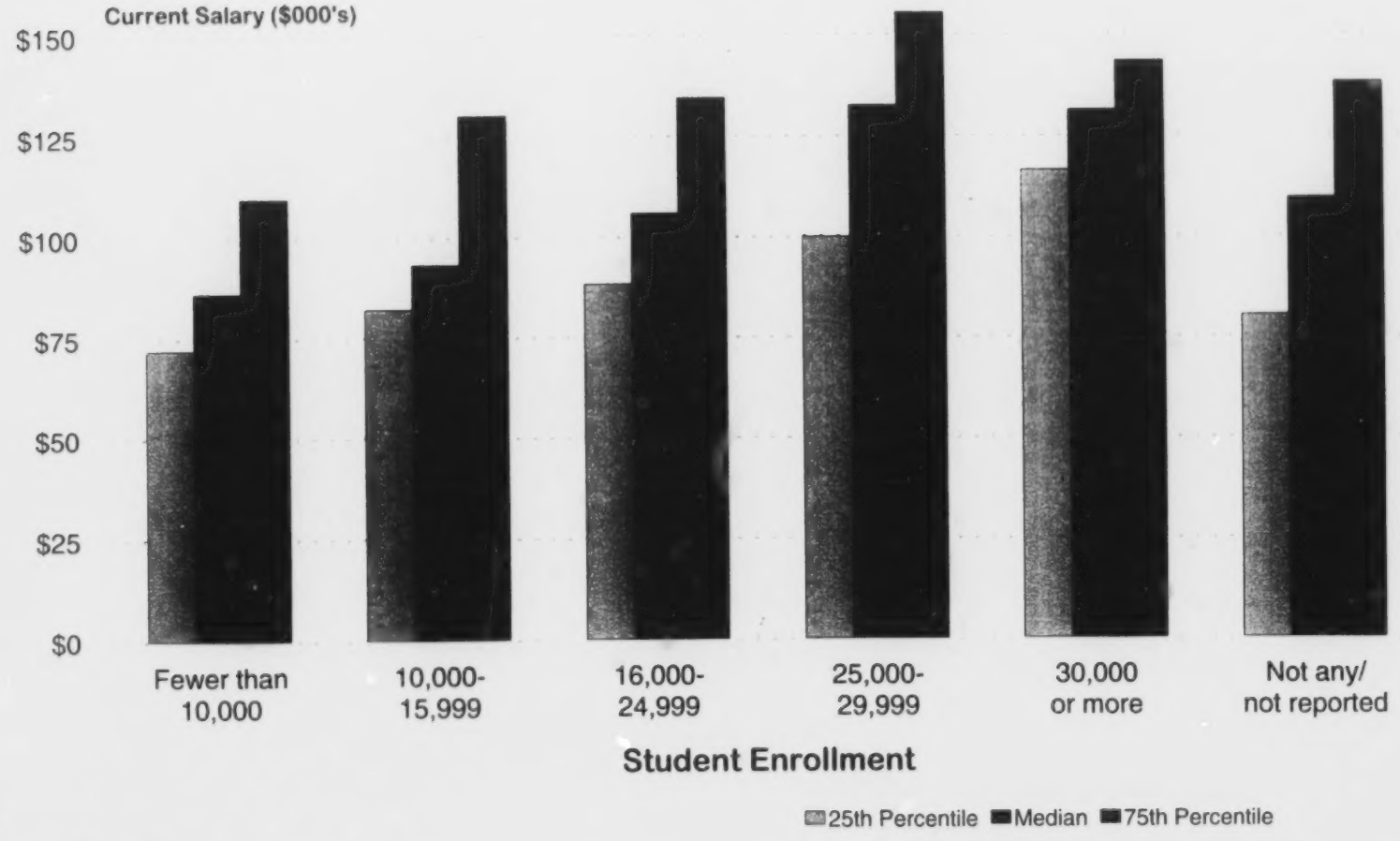

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Chart 3
The NACUA 1998-1999 Compensation and Benefits Survey

Attorney III

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	107	343	64,259	72,974	87,600	109,199	130,357	93,373
Current Fund Expenditures								
Less than $40 million	4	14	67,000	83,179	116,937	124,499	133,433	106,276
$40-$99 million	2	2						61,433
$100-$199 million	13	13	64,999	72,599	76,524	90,001	95,301	79,521
$200-$599 million	32	51	59,999	65,001	75,001	89,309	101,186	79,062
$600 million or more	37	214	66,001	76,029	92,800	112,951	135,001	97,874
Not any/not reported	19	49	53,180	69,799	83,250	97,001	159,599	89,901
Student Enrollment								
Fewer than 10,000	24	33	56,999	66,999	82,159	96,999	100,000	79,789
10,000-15,999	20	39	54,001	75,232	82,999	105,999	122,600	87,758
16,000-24,999	17	47	66,332	75,001	96,000	124,497	140,000	102,255
25,000-29,999	13	40	62,500	70,000	82,026	116,890	132,500	92,388
30,000 or more	12	50	64,504	70,000	78,001	92,970	112,976	86,426
Not any/not reported	21	134	66,300	78,500	92,533	111,800	131,600	98,123
Highest Offering								
Doctorate	78	199	62,500	71,778	83,052	103,479	127,501	90,362
Master's	5	7	67,001	67,300	100,000	122,499	141,499	97,046
Bachelor	2	2						73,500
Associates	1	1						69,964
Not any/not reported	21	134	66,300	78,500	92,533	111,800	131,600	98,123
Affiliation								
State	53	169	62,001	69,999	80,800	105,201	124,163	88,064
Independent	19	73	80,000	89,999	107,500	127,499	145,001	111,687
Catholic	10	14	45,000	72,600	87,155	97,000	106,000	82,844
All others	6	9	65,001	79,999	97,400	114,001	151,999	99,822
Not any/not reported	19	78	64,001	71,292	85,039	92,500	130,355	88,882
Annual Tuition								
Less than $2,500	18	51	54,999	65,497	72,726	83,499	90,001	74,701
$2,500-$4,999	28	55	62,100	66,000	74,399	84,999	101,185	77,623
$5,000-$19,999	22	30	61,000	70,165	85,000	97,000	102,071	84,685
$20,000 or more	18	73	80,000	91,799	109,999	127,500	150,001	113,135
Not any/not reported	21	134	66,300	78,500	92,533	111,800	131,600	98,123

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Attorney III

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	107	343	64,259	72,974	87,600	109,199	130,357	93,373
Carnegie Code								
Research, public	18	71	63,776	67,481	82,120	90,467	100,001	81,987
All other public	29	85	62,000	66,000	73,000	83,052	97,900	76,513
Research, private	22	28	53,001	63,750	73,439	88,875	105,779	78,663
All other private	21	77	80,001	92,399	107,700	127,499	149,999	112,237
System office	15	74	73,600	92,499	104,900	114,925	131,000	103,984
Not any/not reported	2	8	68,401	121,000	159,600	160,000	212,999	145,325
Years of Experience								
Less than 5	2	3			69,800			69,800
5-10	19	57	55,001	62,999	72,826	82,001	95,299	73,852
11-15	32	77	60,501	72,419	83,500	98,000	149,999	90,694
16-20	22	65	70,742	81,999	89,999	102,087	127,500	95,326
More than 20	27	64	69,575	78,366	95,150	124,000	140,000	102,962
Not reported	3	21	63,776	65,873	68,227	80,203	97,001	77,007
Gender								
Male	59	168	66,669	75,300	92,768	114,412	135,594	98,726
Female	47	168	60,001	71,389	83,026	101,964	122,999	87,926
Not reported	1	7	64,001	88,151	92,000	93,399	149,007	95,637
Ethnicity								
African American	8	15	56,023	67,001	77,000	121,299	131,000	87,518
Asian	3	9	74,001	87,129	97,000	105,001	111,799	94,968
Caucasian	88	279	65,001	74,400	89,999	110,357	135,000	95,562
Hispanic	2	7	65,031	86,001	95,300	97,999	124,497	94,186
All others	*	1						82,136
Not reported	6	32	60,499	65,036	72,987	86,575	92,901	76,760
Accrediting Region								
New England	7	25	80,000	97,999	121,752	127,499	133,433	111,772
Middle States	20	55	80,000	86,001	97,000	139,999	159,999	110,350
Southern	27	82	56,999	65,811	76,419	89,999	100,467	79,472
North Central	42	97	62,001	69,999	78,000	87,751	103,479	80,119
Northwest	6	18	60,001	65,999	73,200	81,000	92,399	73,572
Western	5	66	92,499	102,001	110,100	124,200	140,000	114,406
Part-time Employees								
Hourly Rate	11	16	27.29	29.80	40.65	55.51	61.95	42.90

**This employer reported more than two attorneys and is reported on the row that includes the largest number of attorneys.*

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Attorney II

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	51	138	47,744	57,867	68,168	78,000	89,498	69,119
Current Fund Expenditures								
Less than $40 million	3	3			65,000			63,333
$40-$99 million	1	1						44,000
$100-$199 million	4	7	40,058	45,002	65,000	82,998	84,999	64,008
$200-$599 million	11	13	35,463	47,740	56,143	66,264	70,001	56,078
$600 million or more	24	96	53,002	62,500	71,750	79,999	97,999	73,059
Not any/not reported	8	18	48,602	56,700	60,744	69,999	77,248	61,874
Student Enrollment								
Fewer than 10,000	7	12	45,001	53,875	65,001	69,875	72,002	62,147
10,000-15,999	10	17	44,001	64,001	74,000	77,252	84,999	69,497
16,000-24,999	8	15	52,498	53,002	64,000	69,998	80,000	63,060
25,000-29,999	5	34	54,599	69,200	78,300	89,500	107,311	79,157
30,000 or more	8	19	50,905	54,902	62,498	79,998	106,997	69,581
Not any/not reported	13	41	44,755	56,997	66,000	74,998	79,003	64,681
Highest Offering								
Doctorate	35	74	50,901	57,390	65,002	75,001	83,002	67,261
Master's	2	22	69,198	74,110	78,986	99,000	108,002	84,736
Bachelor	0	0	-	-	-	-	-	-
Associates	1	1						45,000
Not any/not reported	13	41	44,755	56,997	66,000	74,998	79,003	64,681
Affiliation								
State	23	66	45,002	54,900	66,635	78,400	94,999	68,626
Independent	9	23	58,999	65,002	74,997	79,997	98,001	75,922
Catholic	3	4			80,125			73,248
All others	3	4			74,000			79,500
Not any/not reported	13	41	44,755	56,997	66,000	74,998	79,003	64,681
Annual Tuition								
Less than $2,500	6	31	50,899	62,002	75,000	89,498	107,313	75,643
$2,500-$4,999	14	27	44,001	52,802	60,000	69,997	70,499	59,606
$5,000-$19,999	8	15	50,000	64,998	66,262	81,998	85,000	70,250
$20,000 or more	10	24	63,998	68,150	75,000	80,000	105,001	78,269
Not any/not reported	13	41	44,755	56,997	66,000	74,998	79,003	64,681

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Attorney II

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	51	138	47,744	57,867	68,168	78,000	89,498	69,119
Carnegie Code								
Research, public	11	36	44,091	57,000	66,284	75,000	83,632	65,098
All other public	13	34	52,498	53,040	61,000	69,998	80,001	62,017
Research, private	10	32	44,997	65,001	74,555	88,930	107,312	75,647
All other private	12	27	63,999	69,302	75,003	82,997	104,999	78,869
System office	3	4			57,500			56,936
Not any/not reported	2	5		56,698	62,100	66,002		61,680
Years of Experience								
Less than 5	8	17	36,001	44,756	60,180	65,003	67,999	55,946
5-10	28	71	48,597	53,401	64,997	74,997	78,403	64,280
11-15	8	27	56,144	65,003	74,997	79,998	94,999	73,419
16-20	4	9	54,603	68,334	74,300	83,002	107,997	77,194
More than 20	2	9	87,003	90,498	99,000	110,252	131,997	103,082
Not reported	1	5		83,631	83,636	84,716		83,738
Gender								
Male	19	48	45,003	56,325	72,847	84,500	98,998	72,429
Female	31	86	50,903	57,867	66,131	74,999	82,999	66,921
Not reported	1	4			76,650			76,650
Ethnicity								
African American	3	11	52,497	57,002	65,000	74,998	78,403	65,372
Asian	1	1						65,000
Caucasian	41	105	50,000	58,998	68,336	77,252	90,500	69,661
Hispanic	*	3			85,000			79,308
All others	*	2						61,000
Not reported	6	16	44,086	47,044	74,650	81,317	84,713	67,501
Accrediting Region								
New England	5	8	35,002	51,375	68,006	73,500	75,000	61,970
Middle States	12	33	58,999	65,000	70,001	79,998	95,001	73,475
Southern	11	36	44,088	52,151	64,000	75,900	83,635	64,581
North Central	19	32	47,740	53,020	62,500	70,250	78,002	62,403
Northwest	3	8	48,602	53,850	57,300	64,050	82,998	60,250
Western	1	21	70,997	74,998	79,000	99,002	108,003	86,390
Part-time Employees								
Hourly Rate	5	7	27.12	37.20	47.07	50.45	53.64	43.64

**This employer reported more than two attorneys and is reported on the row that includes the largest number of attorneys.*

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Attorney I

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	25	29	34,980	40,406	48,000	60,025	70,960	50,830
Current Fund Expenditures								
Less than $40 million	0	0	-	-	-	-	-	-
$40-$99 million	1	1						35,000
$100-$199 million	1	1						71,000
$200-$599 million	8	8	33,030	39,550	51,188	62,500	67,395	50,863
$600 million or more	13	17	35,020	40,406	48,000	59,025	75,965	50,869
Not any/not reported	2	2						48,200
Student Enrollment								
Fewer than 10,000	5	5		35,013	45,000	57,400		48,675
10,000-15,999	5	6		43,000	65,000	75,975		59,667
16,000-24,999	4	4			56,500			55,106
25,000-29,999	2	2						38,000
30,000 or more	3	4			40,616			43,508
Not any/not reported	6	8	35,030	42,750	51,000	58,238	63,235	50,280
Highest Offering								
Doctorate	17	19	34,540	40,025	45,000	64,975	75,955	50,833
Master's	1	1						71,000
Bachelor	0	0	-	-	-	-	-	-
Associates	1	1						35,000
Not any/not reported	6	8	35,030	42,750	51,000	58,238	63,235	50,280
Affiliation								
State	11	12	34,470	36,400	41,150	51,500	57,405	44,653
Independent	5	5		39,975	43,000	65,025		50,800
Catholic	2	2						65,000
All others	1	2						76,000
Not any/not reported	6	8	35,030	42,750	51,000	58,238	63,235	50,280
Annual Tuition								
Less than $2,500	4	4			34,750			37,625
$2,500-$4,999	5	6		40,800	48,250	57,375		49,983
$5,000-$19,999	6	6		40,431	52,500	65,000		52,739
$20,000 or more	4	5		42,975	70,000	75,988		61,000
Not any/not reported	6	8	35,030	42,750	51,000	58,238	63,235	50,280

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Attorney I

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	25	29	34,980	40,406	48,000	60,025	70,960	50,830
Carnegie Code								
Research, public	5	7	35,020	44,125	52,000	58,975	63,245	51,549
All other public	7	8	33,030	36,150	40,616	44,750	54,970	41,379
Research, private	4	4			51,188			51,200
All other private	5	6		43,000	67,500	75,975		61,667
System office	3	3			60,000			55,333
Not any/not reported	1	1						41,400
Years of Experience								
Less than 5	19	20	34,983	38,900	42,250	53,500	67,500	46,695
5-10	3	5		57,450	60,000	75,988		63,495
11-15	*	1						59,000
16-20	0	0	-	-	-	-	-	-
More than 20	2	2						65,345
Not reported	1	1						33,000
Gender								
Male	6	7	35,020	37,825	43,000	67,400	70,980	49,375
Female	18	20	34,750	40,216	46,500	58,738	73,000	50,309
Not reported	1	2						61,133
Ethnicity								
African American	4	4			52,500			55,025
Asian	0	0	-	-	-	-	-	-
Caucasian	17	20	34,750	38,900	46,500	62,500	73,000	50,610
Hispanic	0	0	-	-	-	-	-	-
All others	0	0	-	-	-	-	-	-
Not reported	4	5		41,475	43,000	59,025		48,353
Accrediting Region								
New England	2	2						50,000
Middle States	7	8	40,030	46,500	56,188	63,738	70,970	55,481
Southern	4	6		45,000	61,133	75,975		59,044
North Central	9	9	34,540	40,406	44,100	52,025	67,385	46,995
Northwest	3	4			39,300			38,250
Western	0	0	-	-	-	-	-	-
Part-time Employees								
Hourly Rate	2	2						31.83

**This employer reported more than two attorneys and is reported on the row that includes the largest number of attorneys.*

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Legal Secretary

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	152	310	22,438	25,000	30,000	35,304	41,532	30,907
Current Fund Expenditures								
Less than $40 million	12	18	17,500	22,000	35,500	42,546	45,000	33,392
$40-$99 million	19	20	19,900	21,629	25,000	29,500	32,000	26,023
$100-$199 million	31	35	22,375	25,453	29,557	36,000	38,000	30,279
$200-$599 million	36	64	22,200	24,341	29,036	33,894	38,200	29,383
$600 million or more	33	136	23,750	27,650	31,500	36,522	45,528	32,387
Not any/not reported	21	37	22,184	25,000	30,000	33,315	40,277	30,124
Student Enrollment								
Fewer than 10,000	48	56	20,000	22,940	30,000	32,125	38,000	28,374
10,000-15,999	32	51	23,343	25,000	28,000	33,000	36,000	28,858
16,000-24,999	28	52	23,000	25,000	29,779	37,980	43,446	31,898
25,000-29,999	10	28	27,600	29,300	31,750	34,495	39,270	32,083
30,000 or more	10	35	24,100	28,319	32,000	36,848	39,500	32,207
Not any/not reported	24	88	22,000	25,250	30,488	39,180	45,528	32,229
Highest Offering								
Doctorate	93	177	23,000	26,000	30,244	34,998	39,576	30,759
Master's	24	33	20,000	24,274	30,000	33,900	38,000	29,295
Bachelor	4	4			21,372			25,436
Associates	7	8	18,000	24,591	28,000	34,500	40,000	29,023
Not any/not reported	24	88	22,000	25,250	30,488	39,180	45,528	32,229
Affiliation								
State	82	154	22,375	25,000	30,274	35,360	43,446	31,075
Independent	30	62	22,880	26,300	31,725	37,200	42,450	31,983
Catholic	14	22	25,700	28,000	31,791	34,998	36,515	31,908
All others	7	10	23,672	29,000	30,000	38,460	40,800	31,640
Not any/not reported	19	62	21,092	24,200	28,442	33,000	39,360	28,937
Annual Tuition								
Less than $2,500	30	53	22,000	23,400	28,000	32,500	38,000	28,753
$2,500-$4,999	42	64	22,375	25,000	29,779	33,870	38,000	29,491
$5,000-$19,999	36	52	22,880	26,159	30,000	34,599	37,200	30,387
$20,000 or more	20	53	24,200	28,000	32,000	37,700	42,546	33,084
Not any/not reported	24	88	22,000	25,250	30,488	39,180	45,528	32,229

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Legal Secretary

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	152	310	22,438	25,000	30,000	35,304	41,532	30,907
Carnegie Code								
Research, public	17	59	21,000	24,012	28,206	33,000	38,000	28,363
All other public	30	63	23,000	24,993	30,244	33,119	38,188	30,037
Research, private	48	66	20,743	24,182	27,973	32,130	37,440	28,307
All other private	18	53	25,000	28,000	32,760	37,700	42,546	33,593
System office	37	66	23,343	28,500	32,916	42,000	45,528	34,028
Not any/not reported	2	3			45,100			40,233
Years of Experience								
Less than 5	23	53	20,000	22,680	25,000	29,000	34,941	25,994
5-10	51	91	22,000	23,750	29,557	33,400	38,000	29,393
11-15	24	40	22,770	28,660	31,281	35,650	40,000	31,544
16-20	22	34	26,000	27,991	33,000	38,000	41,600	33,036
More than 20	20	26	27,997	29,610	34,157	39,000	45,000	34,800
Not reported	11	44	23,365	24,608	29,117	32,894	38,452	29,888
Gender								
Male	1	5		26,000	28,776	32,016		28,243
Female	149	292	22,500	25,000	30,341	35,554	41,600	31,050
Not reported	2	13	24,200	25,800	28,000	31,919	37,016	28,712
Ethnicity								
African American	24	44	23,000	27,973	31,531	37,000	45,528	32,386
Asian	3	11	29,072	31,805	36,614	40,101	45,528	36,437
Caucasian	113	211	22,000	25,000	30,000	35,360	41,500	30,591
Hispanic	4	10	24,997	28,000	31,570	33,900	35,500	30,707
All others	1	3			34,000			36,176
Not reported	7	30	23,324	24,493	28,000	31,919	37,208	28,390
Accrediting Region								
New England	11	21	24,182	27,600	33,000	41,500	43,500	33,542
Middle States	29	53	25,000	28,206	31,562	36,000	40,000	32,809
Southern	38	80	20,989	24,106	27,767	30,988	37,208	27,738
North Central	59	102	22,200	24,100	29,000	33,588	37,000	28,932
Northwest	7	15	21,000	25,000	30,876	32,000	38,460	29,755
Western	8	39	31,500	33,000	39,270	45,528	45,528	39,007
Part-time Employees								
Hourly Rate	12	17	6.51	7.99	11.25	13.25	17.99	11.32

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Paralegal

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	60	107	27,000	30,000	38,384	45,000	50,452	38,743
Current Fund Expenditures								
Less than $40 million	5	6		34,280	38,507	42,000		42,530
$40-$99 million	5	5		28,000	28,839	39,306		35,289
$100-$199 million	5	5		28,000	29,423	30,000		30,372
$200-$599 million	13	15	27,396	30,500	35,880	39,000	40,000	34,599
$600 million or more	20	61	29,000	32,582	39,400	48,651	52,040	41,496
Not any/not reported	12	15	24,000	25,500	32,284	41,500	47,000	34,117
Student Enrollment								
Fewer than 10,000	13	15	25,300	28,839	31,200	38,384	39,250	32,538
10,000-15,999	10	11	25,500	25,644	34,771	41,500	45,000	34,715
16,000-24,999	12	17	27,396	30,500	36,600	39,000	48,000	37,017
25,000-29,999	9	13	25,000	32,582	37,202	39,000	48,700	36,459
30,000 or more	5	10	27,500	29,000	35,918	39,250	39,500	34,334
Not any/not reported	11	41	30,000	33,000	45,000	50,028	58,880	44,609
Highest Offering								
Doctorate	43	58	25,500	28,494	34,526	39,000	41,500	34,534
Master's	4	6		38,384	42,600	48,700		40,952
Bachelor	0	0	-	-	-	-	-	-
Associates	2	2						33,920
Not any/not reported	11	41	30,000	33,000	45,000	50,028	58,880	44,609
Affiliation								
State	33	65	25,644	30,000	39,000	47,900	52,040	39,884
Independent	10	15	28,000	31,200	37,202	39,250	42,000	37,404
Catholic	3	3			45,000			43,466
All others	5	5		30,000	32,000	34,771		33,239
Not any/not reported	9	19	25,537	30,000	32,677	45,000	50,000	36,596
Annual Tuition								
Less than $2,500	10	18	27,000	29,000	37,000	39,600	48,700	35,938
$2,500-$4,999	19	23	25,000	27,000	32,500	38,384	39,306	32,695
$5,000-$19,999	10	10	24,650	28,000	32,386	38,537	39,699	32,543
$20,000 or more	10	15	31,200	33,758	37,400	42,000	46,000	39,482
Not any/not reported	11	41	30,000	33,000	45,000	50,028	58,880	44,609

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Paralegal

	Employers Reporting	Employees Reported	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile	Average Annual
Full-time Employees	60	107	27,000	30,000	38,384	45,000	50,452	38,743
Carnegie Code								
Research, public	7	17	25,537	30,000	32,284	40,000	48,000	34,902
All other public	15	24	25,644	28,247	34,640	39,000	39,600	33,780
Research, private	16	19	24,750	27,396	32,500	39,306	48,700	34,113
All other private	11	15	32,000	36,750	39,000	42,000	46,000	40,206
System office	9	30	29,712	37,013	46,177	51,723	62,060	46,273
Not any/not reported	2	2						51,000
Years of Experience								
Less than 5	15	16	25,037	26,520	29,131	37,601	41,500	31,733
5-10	20	32	27,000	30,000	32,630	39,125	45,200	35,025
11-15	16	22	28,494	35,000	38,769	39,600	48,000	37,877
16-20	5	10	31,879	34,771	39,125	47,000	49,000	40,138
More than 20	2	2						39,653
Not reported	1	4			26,466			26,591
Gender								
Male	6	13	32,000	36,000	39,250	52,040	68,080	45,992
Female	52	92	25,644	30,000	38,192	44,750	49,428	37,908
Not reported	2	2						30,000
Ethnicity								
African American	9	15	30,000	32,000	36,836	45,354	48,651	37,554
Asian	*	3			45,200			45,401
Caucasian	45	79	27,000	30,000	39,000	45,000	55,000	39,549
Hispanic	2	3			39,000			42,079
All others	0	0	-	-	-	-	-	-
Not reported	4	7	23,992	25,537	28,000	29,441	33,000	27,909
Accrediting Region								
New England	4	6		39,000	40,000	42,000		44,631
Middle States	9	16	28,000	30,500	38,000	45,000	48,000	38,067
Southern	19	25	25,500	27,000	30,000	33,000	38,537	31,343
North Central	23	32	25,000	28,247	34,640	39,000	39,398	33,735
Northwest	1	1						39,600
Western	4	27	42,539	44,500	48,741	55,000	64,300	50,589
Part-time Employees								
Hourly Rate	5	6		12.33	15.35	18.00		15.38

**This employer reported more than two paralegals and is reported on the row that includes the largest number of paralegals.*

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III. Characteristics of Principal Attorneys Employed by Colleges and Universities

Relationship with Employer

Of the 223 full-time in-house principal attorneys responding to the survey, the 211 attorneys employed by colleges, universities, and system offices are reported in this section. Twelve principal attorneys employed by their respective state governments are excluded from this analysis.

In-house principal attorneys employed full-time by colleges and universities have served their institution as counsel for an average of 10 years. The length of average service increases with the size of current fund expenditures, from 7 years among institutions with fund expenditures less than $100 million to 12 years among institutions with fund expenditures of $200 million or more. Two-thirds of the 211 attorneys employed by colleges, universities, and system offices report that all of their service, an average of 8 years, has been as principal attorney.

The 56 attorneys who reported they were employed or retained as counsel by their institutions prior to becoming principal attorney have served an average of 15 years, with the last 9 years, on average, as principal attorney.

Almost all of the 211 principal attorneys are considered the top legal officer for their institution. Only 9 individuals indicated they do not hold that position; 5 of the 9 indicated that the state attorney general is considered the top legal officer, several others indicated that a university vice president with broader responsibilities is considered the top legal officer, and two indicated no one has that designation. Principal attorney length of service by current fund expenditures and by student enrollment is described in Table 1.

The majority of these attorneys report to the president or chancellor. Asked to describe their primary responsibilities, most responded that their responsibilities include all legal affairs of the institution. Representative statements include:

- *To provide or manage all the University's legal activities and needs.*
- *Provide advice and counsel to officers and Board of Trustees. Oversee all legal affairs.*
- *Act as General Counsel, coordinate all legal affairs of the university.*
- *Provide legal services to university; coordinate provision of legal services by outside counsel.*

Age and Legal Experience

In-house principal attorneys average 49 years of age. Thirty-six percent are ages 41–50, another 34 percent are older than age 50, and 11 percent are 40 years of age or younger. Nineteen percent of in-house principal attorneys did not report their age. Among those reporting, average age increases from 45 among in-house principal attorneys of institutions with current fund expenditures less than $100 million to 53 among in-house principal attorneys of institutions with current fund expenditures of $600 million or more.

Years of legal experience increase as current fund expenditures increase. Principal attorneys of institutions with current fund expenditures less than $100 million average 17 years of legal experience. Principal attorneys of institutions with current fund expenditures of $600 million or more average 27 years of legal experience, a decade more. Among all who reported, there is an average of 21 years of legal experience.

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Almost all principal attorneys reported more years of total legal experience than years of higher education legal experience, and more years of higher education experience than years as counsel with the current employer. Among the 209 in-house principal attorneys who reported an average of 21 years of legal experience, 198 reported an average of 13 years of higher education legal experience. These 198 attorneys reported an average of 10 years as counsel with their current employer. Table 2 describes the relationship of principal attorney age and legal experience to current fund expenditures and student enrollment, the variables most strongly associated with in-house principal attorney pay.

Gender and Ethnicity

Sixty-one percent of in-house principal attorneys are male and 38 percent are female. Two individuals, 1 percent of the sample, did not report gender. There is a significant relationship between gender of the principal attorney and current fund expenditures, indirectly accounting for some of the overall difference in average income. Among institutions with current fund expenditures of $600 million or more, 29 in-house attorneys are male and 9 are female, a ratio of 3.2 to 1. Among institutions with current fund expenditures between $200 million and $599 million, 28 in-house attorneys are male and 16 are female, a ratio of 1.8 to 1. Among institutions with current fund expenditures less than $200 million, 48 in-house attorneys are male and 41 are female, a ratio of 1.2 to 1. There is no discernible relationship in the survey data between gender of the principal attorney and number of students enrolled.

Eighty-five percent of principal attorneys indicated their ethnicity is "Caucasian." Six percent indicated their ethnicity is "African American;" 7 of these 13 individuals are employed by institutions with less than $200 million in current fund expenditures or fewer than 10,000 students. A sprinkling of other ethnicities account for 5 percent of the sample: 4 individuals indicated their ethnicity is "Asian," 4 indicated their ethnicity is "Hispanic," and 2 indicated their ethnicity is "Other." Four percent of the sample—8 individuals—did not respond to the question.

Table 3 describes the gender and ethnicity of the principal attorney in relation to current fund expenditures and number of students enrolled. Although 54 percent of principal attorneys who report their ethnicity is "African American" are employed by smaller institutions, there is no discernible relationship in the survey data between ethnicity and rate of pay.

Current Rate of Pay

The average rate of pay among 210 principal attorneys reporting is $111,157. One principal attorney, employed by an institution with $600 million or more current fund expenditures, did not report pay. There is a strong association between pay and current fund expenditures and between pay and student enrollment. Average salary increases from $85,987 among principal attorneys of institutions with less than $100 million in current fund expenditures to $161,974 among principal attorneys of institutions with current fund expenditures of $600 million or more.

The association with student enrollment is less dramatic: average salary increases from $92,942 among principal attorneys of institutions with enrollments less than 10,000 to $148,667 among principal attorneys of institutions with enrollments of 30,000 or more. For 84 percent of in-house principal attorneys, the effective date of the current rate of pay was 1998. Another 5 percent reported their current rate of pay was effective in 1999.

Relatively few in-house principal attorneys reported that they received a cash bonus or other variable cash incentive pay in 1998. Only 18 (9 percent) indicated, at the time of responding to the survey, that they expect to receive a bonus. Among the 13 individuals who reported the expected cash bonus, the amount averaged $9,130. These 13 individuals, although proportionately distributed across the various sizes of institution, also make a significantly higher average salary,

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$133,908, compared with principal attorneys who did not receive a bonus in 1998. Table 4 describes current rate of pay in relation to current fund expenditures and student enrollment.

Responsibilities and Pay Relationships

More than two-thirds of in-house principal attorneys, 143 of 211, report that being the institution's legal officer is the extent of their responsibilities. Another 31 percent indicate they have additional responsibilities. Principal attorneys who reported they have additional responsibilities are more or less evenly distributed across the various sizes of institution. Their average salary is marginally higher than the average salary of all principal attorneys: $114,035 compared with $111,157.

Although 66 individuals reported they have responsibilities in their institutions in addition to being principal attorney, only 17 of these 66 estimated the amount of their current pay attributable to these additional responsibilities. These 17 individuals reported an average salary of $100,491 and attributed an average of $23,671 of this salary to their additional responsibilities.

In this sample of in-house principal attorneys, those who spend more than 20 percent of their time in litigation make higher salaries than those who spend less than 10 percent of their time in litigation. Average salary increases from $104,925 among principal attorneys who spent no time in litigation in the past year to $131,443 among principal attorneys who spent more than 20 percent of their time in litigation. Only 20 of the 211 principal attorneys reported they spent more than 20 percent of their time in litigation.

Thirty-eight percent of in-house principal attorneys reported their institutional legal responsibilities include services to a hospital, medical school, or health services center. Thirty-eight percent reported their institutional responsibilities include services to a foundation, community service, or charity. Thirty-five percent reported they provide services to a research center that provides services to government or industry. Principal attorneys of larger institutions are significantly more likely to have these extra-institutional responsibilities (for example, for a hospital or a research center), and the inherent association of size of institution with complexity of legal services may account for some of the reported differences in average salary. It appears that principal attorneys—in institutions of whatever size—who have legal responsibilities for a hospital or research center or a similar entity or activity make significantly higher salaries than principal attorneys who do not have these responsibilities. Table 5 describes the relationship between pay, principal attorney responsibilities, and size of institution.

Size of Attorney Staff and Relationship to Pay

As might be expected, there is a direct relationship between the number of attorneys on staff and the size of the institution. Eight of 10 institutions with current fund expenditures less than $100 million have only one attorney on staff, the principal attorney. In comparison, 85 percent of institutions with current fund expenditures of $600 million or more have 5 or more attorneys on staff. Among the 204 principal attorneys reporting, there is an average of 3.5 full-time attorneys on the institution's legal staff. One-half of the institutions represented in this response have an average of 1.6 or fewer full-time attorneys on staff. Among all 211 institutions, 47 percent reported only one attorney, the principal attorney.

Given the relationship between institution size and the number of attorneys on staff, it is natural that the principal attorney's salary also increases as the number of full-time attorneys on staff increases. Principal attorneys who have at least one other attorney on their staff make more, on average, than those who do not, regardless of the size of the institution. Table 6 describes this relationship.

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Other Legal Staff

Sixty-five percent of the institutions represented by the 211 in-house principal attorneys have at least one legal secretary on staff. Most smaller institutions have only 1 legal secretary on staff, while larger institutions have an average of 5.1 legal secretaries on staff.

Sixty-one of the participating institutions have a paralegal on staff; most reported having only 1 or 2 paralegals on staff. Only 5 institutions have a full-time law clerk on staff, although 48 principal attorneys reported their staff includes a part-time law clerk. There is an average of 1.9 part-time law clerks in these 48 institutions. Table 7 illustrates the relationship between non-attorney legal staff and size of institution.

Operating Budget for the Legal Office

Operating budget for the legal office averages $647,000 among those reporting; 13 percent of the sample did not report their operating budget. Some of the reported budgets did not include staff salary and benefits. Among the 140 institutions whose reported legal office budgets did include this information, the average 1998–1999 budget is $751,000. Average legal office operating budget ranges from $208,000 among institutions with current fund expenditures less than $100 million to $1,922,000 among institutions with current fund expenditures of $600 million or more. Table 8 reports the relationship between legal office budget and size of institution.

Attorneys' Outside Activities

Relatively few full-time attorneys, among the institutions participating in the survey, have an outside legal practice. Among the 211 in-house principal attorneys, only 15 indicated that one or more attorneys at their institution has an outside legal practice. Only 9 percent (19 of 211) of in-house principal attorneys reported that one or more full-time attorneys at their institution provides arbitration or mediation services.

Forty percent of in-house principal attorneys reported that one or more full-time attorneys employed by their institution does volunteer legal work or provides pro bono legal services. In 24 percent of the institutions reported, one or more of the full-time attorneys on the legal staff teaches or has similar academic responsibilities.

Relatively few institutions impose restrictions on in-house attorneys who also have a private practice. Seventeen percent of those reported allow outside practice only if done "sparingly." The prevailing practice, however, appears to ignore outside practice or not to make an issue of it. Table 9 describes outside legal activities of full-time in-house attorneys.

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TABLE 1. Principal Attorney's Relationship with Employer

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
YEARS EMPLOYED OR RETAINED AS COUNSEL BY INSTITUTION										
Less than 5 years	63	26	8	8	12	25	16	5	4	2
	30%	46%	24%	18%	31%	32%	36%	18%	29%	18%
5–10 years	70	17	13	14	11	25	16	7	7	4
	33%	30%	38%	32%	28%	32%	36%	25%	50%	36%
11–20 years	50	12	10	15	5	22	8	9	2	1
	24%	21%	29%	34%	13%	28%	18%	32%	14%	9%
More than 20 years	26	1	3	7	11	5	4	7	1	4
	12%	2%	9%	16%	28%	6%	9%	25%	7%	36%
Average years	*10*	*7*	*10*	*12*	*12*	*9*	*8*	*13*	*9*	*13*
Median	*8*	*5*	*10*	*11*	*8*	*8*	*7*	*13*	*8*	*8*
Not reported	2	-	-	-	-	2	-	-	-	-
	1%	-	-	-	-	3%	-	-	-	-
ARE ALL THESE YEARS AS PRINCIPAL ATTORNEY?										
Yes	140	41	23	28	25	54	28	18	9	6
	66%	73%	68%	64%	64%	68%	64%	64%	64%	55%
Average years	*8*	*6*	*9*	*10*	*8*	*7*	*6*	*11*	*8*	*8*
Median	*6*	*4*	*9*	*10*	*6*	*6*	*5*	*6*	*7*	*6*
No	56	10	8	15	12	18	11	9	4	5
	27%	18%	24%	34%	31%	23%	25%	32%	29%	45%
Not reported	15	5	3	1	2	7	5	1	1	-
	7%	9%	9%	2%	5%	9%	11%	4%	7%	-
If no, how many as principal attorney?										
Number Reporting	56	10	8	15	12	18	11	9	4	5
Average years	*9*	*6*	*7*	*12*	*13*	*8*	*9*	*14*	*8*	*8*
Median	*7*	*4*	*8*	*9*	*13*	*7*	*4*	*15*	*7*	*5*
And how many total years employed or retained as counsel?										
Average years	*15*	*12*	*10*	*17*	*20*	*14*	*13*	*19*	*12*	*19*
Median	*15*	*13*	*10*	*16*	*22*	*13*	*10*	*18*	*12*	*22*
IS PRINCIPAL ATTORNEY CONSIDERED THE TOP LEGAL OFFICER FOR THIS INSTITUTION?										
Yes	198	51	34	40	36	71	41	27	14	11
	94%	91%	100%	91%	92%	90%	93%	96%	100%	100%
No	9	4	-	2	2	7	2	-	-	-
	4%	7%	-	5%	5%	9%	5%	-	-	-

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TABLE 2. Principal Attorney Age and Legal Experience

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
PRINCIPAL ATTORNEY AGE										
Less than 40 years	24	12	3	-	1	15	4	-	1	-
	11%	21%	9%	-	3%	19%	9%	-	7%	-
41-50 years	76	22	16	20	9	32	19	7	4	5
	36%	39%	47%	45%	23%	41%	43%	25%	29%	45%
51-60 years	57	12	5	17	17	16	8	13	7	2
	27%	21%	15%	39%	44%	20%	18%	46%	50%	18%
More than 60 years	14	-	1	3	4	2	4	1	1	1
	7%	-	3%	7%	10%	3%	9%	4%	7%	9%
Average years of age	*49*	*45*	*46*	*51*	*53*	*46*	*48*	*52*	*52*	*50*
Median	*49*	*45*	*46*	*51*	*52*	*46*	*47*	*52*	*52*	*49*
Not reported	40	10	9	4	8	14	9	7	1	3
	19%	18%	26%	9%	21%	18%	20%	25%	7%	27%
LEGAL EXPERIENCE										
5 or fewer years	4	2	1	-	-	2	2	-	-	-
	2%	4%	3%	-	-	3%	5%	-	-	-
6-10 years	19	10	4	1	1	13	3	-	1	-
	9%	18%	12%	2%	3%	16%	7%	-	7%	-
11-15 years	36	9	7	6	3	14	5	4	2	1
	17%	16%	21%	14%	8%	18%	11%	14%	14%	9%
16-20 years	50	18	12	10	3	21	15	5	1	3
	24%	32%	35%	23%	8%	27%	34%	18%	7%	27%
21-30 years	74	15	9	21	19	24	14	12	8	5
	35%	27%	26%	48%	49%	30%	32%	43%	57%	45%
More than 30 years	26	1	1	6	12	4	5	6	2	2
	12%	2%	3%	14%	31%	5%	11%	21%	14%	18%
Average years	*21*	*17*	*18*	*23*	*27*	*18*	*20*	*24*	*23*	*24*
Median	*20*	*18*	*18*	*21*	*27*	*18*	*20*	*25*	*23*	*23*
Not reported	2	1	-	-	1	1	-	1	-	-
	1%	2%	-	-	3%	1%	-	4%	-	-
HIGHER EDUCATION LEGAL EXPERIENCE										
Number Reporting	198	50	34	44	36	73	42	25	13	11
Average years	*13*	*11*	*13*	*15*	*17*	*11*	*13*	*17*	*14*	*17*
Median	*12*	*10*	*14*	*15*	*18*	*10*	*11*	*15*	*14*	*20*
Years as counsel with current employer										
Average years	*10*	*7*	*10*	*12*	*13*	*9*	*8*	*14*	*9*	*13*
Median	*8*	*6*	*10*	*11*	*10*	*8*	*7*	*13*	*8*	*8*
Total legal experience										
Average years	*21*	*18*	*18*	*23*	*26*	*18*	*21*	*24*	*23*	*24*
Median	*20*	*19*	*18*	*21*	*26*	*18*	*20*	*25*	*23*	*23*

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TABLE 3. Principal Attorney Gender and Ethnicity

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
PRINCIPAL ATTORNEY GENDER										
Male	129	31	17	28	29	47	20	20	10	7
	61%	55%	50%	64%	74%	59%	45%	71%	71%	64%
Female	80	24	17	16	9	31	24	8	4	4
	38%	43%	50%	36%	23%	39%	55%	29%	29%	36%
Not reported	2	1	-	-	1	1	-	-	-	-
	1%	2%	-	-	3%	1%	-	-	-	-
PRINCIPAL ATTORNEY ETHNICITY										
African American	13	4	3	1	2	7	1	2	-	-
	6%	7%	9%	2%	5%	9%	2%	7%	-	-
Asian	4	-	-	2	2	1	1	1	1	-
	2%	-	-	5%	5%	1%	2%	4%	7%	-
Caucasian	180	48	29	37	34	64	41	24	13	10
	85%	86%	85%	84%	87%	81%	93%	86%	93%	91%
Hispanic	4	-	1	1	-	-	1	-	-	1
	2%	-	3%	2%	-	-	2%	-	-	9%
Other	2	1	-	1	-	1	-	1	-	-
	1%	2%	-	2%	-	1%	-	4%	-	-
Not reported	8	3	1	2	1	6	-	-	-	-
	4%	5%	3%	5%	3%	8%	-	-	-	-

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TABLE 4. Principal Attorney Current Rate of Pay

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
PRINCIPAL ATTORNEY CURRENT ANNUAL RATE OF PAY										
Less than $75,000	32	19	2	1	-	21	5	3	-	-
	15%	34%	6%	2%	-	27%	11%	11%	-	-
$75,000-$100,000	75	26	20	16	3	30	22	9	4	-
	36%	46%	59%	36%	8%	38%	50%	32%	29%	-
$100,001-$125,000	43	10	8	12	5	18	3	7	3	4
	20%	18%	24%	27%	13%	23%	7%	25%	21%	36%
More than $125,000	60	1	4	15	30	10	13	9	7	7
	28%	2%	12%	34%	77%	13%	30%	32%	50%	64%
Average	*$111,157*	*$85,987*	*$98,498*	*$114,106*	*$161,974*	*$92,942*	*$110,232*	*$121,589*	*$136,560*	*$148,667*
Median	*$99,846*	*$83,000*	*$97,861*	*$108,550*	*$151,779*	*$87,500*	*$93,597*	*$107,850*	*$132,300*	*$132,047*
Not reported	1	-	-	-	1	-	1	-	-	-
	0%	-	-	-	3%	-	2%	-	-	-
EFFECTIVE DATE OF CURRENT SALARY										
1997 or earlier	9	2	1	2	-	5	-	2	-	-
	4%	4%	3%	5%	-	6%	-	7%	-	-
1998	177	48	31	40	30	66	38	23	11	10
	84%	86%	91%	91%	77%	84%	86%	82%	79%	91%
1999	10	3	-	1	3	3	3	1	1	1
	5%	5%	-	2%	8%	4%	7%	4%	7%	9%
Not reported	15	3	2	1	6	5	3	2	2	-
	7%	5%	6%	2%	15%	6%	7%	7%	14%	-
DOES PRINCIPAL ATTORNEY RECEIVE CASH BONUS OR OTHER VARIABLE CASH?										
No	188	52	30	38	33	71	39	25	12	11
	89%	93%	88%	86%	85%	90%	89%	89%	86%	100%
Yes	18	4	3	4	5	6	3	3	2	-
	9%	7%	9%	9%	13%	8%	7%	11%	14%	-
Not reported	5	-	1	2	1	2	2	-	-	-
	2%	-	3%	5%	3%	3%	5%	-	-	-
If yes, what is expected cash payment in 1998?										
Number Reporting	13	3	2	3	3	5	2	1	1	0
Average	*$9,130*	*$3,763*	*$8,250*	*$18,667*	*$8,133*	*$14,300*	*$5,000*	*$2,288*	*$20,000*	-
Median	*$3,000*	*$2,288*	*$8,250*	*$14,000*	*$2,400*	*$14,000*				-
Base pay of those receiving cash bonus										
Number Reporting	13	3	2	3	3	5	2	1	1	0
Average	*$133,908*	*$124,467*	*$96,250*	*$154,240*	*$160,297*	*$112,964*	*$100,500*	*$228,800*	*$220,000*	-
Median	*$127,320*	*$78,600*		*$166,399*	*$135,000*	*$113,000*				-

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TABLE 5. Principal Attorney Responsibilities and Pay Relationships

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
DOES PRINCIPAL ATTORNEY HAVE ACADEMIC OR OTHER RESPONSIBILITIES?										
No	143	40	21	30	26	53	27	20	7	7
	68%	71%	62%	68%	67%	67%	61%	71%	50%	64%
Yes	66	16	13	13	12	26	17	7	6	4
	31%	29%	38%	30%	31%	33%	39%	25%	43%	36%
Base pay of those with other responsibilities										
Average	*$114,035*	*$79,470*	*$102,399*	*$116,059*	*$191,564*	*$89,398*	*$114,601*	*$132,816*	*$162,463*	*$183,650*
Median	*$101,000*	*$82,098*	*$93,000*	*$113,000*	*$176,800*	*$80,750*	*$93,850*	*$109,600*	*$151,088*	*$154,800*
What portion of current pay is predicated on other responsibilities?										
Number Reporting	17	8	3	1	3	8	5	2	1	0
Average "add-on" to base pay	*$23,671*	*$24,744*	*$37,867*	*$1,000*	*$8,333*	*$32,306*	*$16,592*	*$1,250*	*$12,500*	–
Median	*$12,500*	*$26,050*	*$45,600*		*$11,000*	*$39,000*	*$8,000*			–
Average base pay	*$100,491*	*$78,605*	*$86,167*	*$109,000*	*$180,667*	*$72,644*	*$114,500*	*$97,000*	*$220,000*	–
Median	*$89,791*	*$79,753*	*$90,000*		*$220,000*	*$76,000*	*$90,209*			–
PORTION OF HOURS IN PAST YEAR SPENT IN LITIGATION										
None	51	11	12	9	10	19	14	3	3	1
	24%	20%	35%	20%	26%	24%	32%	11%	21%	9%
Average base pay	*$104,925*	*$93,607*	*$93,150*	*$112,443*	*$134,606*	*$96,211*	*$92,638*	*$141,237*	*$117,295*	*$122,000*
Median	*$98,500*	*$78,000*	*$95,250*	*$107,635*	*$126,000*	*$83,000*	*$90,250*	*$98,500*	*$105,000*	*$122,000*
Less than 10%	86	27	13	16	11	40	18	12	5	4
	41%	48%	38%	36%	28%	51%	41%	43%	36%	36%
Average base pay	*$105,460*	*$82,974*	*$96,417*	*$114,103*	*$163,427*	*$87,907*	*$109,003*	*$112,456*	*$150,520*	*$139,900*
Median	*$93,299*	*$80,000*	*$93,000*	*$108,850*	*$160,000*	*$82,250*	*$93,005*	*$106,700*	*$145,000*	*$136,400*
10%-20%	46	16	6	8	10	17	7	6	2	4
	22%	29%	18%	18%	26%	22%	16%	21%	14%	36%
Average base pay	*$120,001*	*$88,080*	*$106,454*	*$126,494*	*$180,570*	*$98,212*	*$126,286*	*$143,404*	*$196,500*	*$123,110*
Median	*$108,046*	*$87,198*	*$102,000*	*$122,678*	*$171,500*	*$92,500*	*$105,000*	*$116,350*	*$196,500*	*$127,150*
More than 20%	20	1	3	8	5	3	3	5	2	2
	9%	2%	9%	18%	13%	4%	7%	18%	14%	18%
Average base pay	*$131,464*	*$73,000*	*$113,000*	*$110,111*	*$184,738*	*$109,502*	*$178,000*	*$114,340*	*$93,250*	*$230,650*
Median	*$111,000*		*$113,000*	*$97,250*	*$146,300*	*$113,000*	*$162,000*	*$108,200*	*$93,250*	*$230,650*
Not reported	8	1	-	3	3	-	2	2	2	-
	4%	2%	-	7%	8%	-	5%	7%	14%	-

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TABLE 5. Principal Attorney Responsibilities and Pay Relationships *(continued)*

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
DOES PRINCIPAL ATTORNEY'S REPRESENTATION INCLUDE ANY OF THE FOLLOWING?										
Hospital, medical school, or health services center	80	9	9	15	35	18	19	12	10	7
	38%	16%	26%	34%	90%	23%	43%	43%	71%	64%
Number Reporting	79	9	9	15	34	18	18	12	10	7
Average base pay	*$135,343*	*$108,283*	*$100,935*	*$112,648*	*$167,385*	*$109,361*	*$131,656*	*$144,276*	*$152,974*	*$162,642*
Median	*$125,000*	*$94,700*	*$93,597*	*$108,000*	*$157,500*	*$110,050*	*$116,585*	*$119,700*	*$149,516*	*$140,000*
Foundation, community service or charity	80	21	15	14	14	26	20	10	4	6
	38%	38%	44%	32%	36%	33%	45%	36%	29%	55%
Number Reporting	79	21	15	14	13	26	19	10	4	6
Average base pay	*$105,704*	*$90,234*	*$89,747*	*$115,697*	*$131,508*	*$94,424*	*$96,192*	*$114,890*	*$119,828*	*$132,340*
Median	*$94,700*	*$87,500*	*$85,523*	*$108,550*	*$127,007*	*$88,750*	*$90,000*	*$103,000*	*$112,300*	*$128,174*
Research center providing services to government or industry	73	8	13	15	23	16	17	13	7	7
	35%	14%	38%	34%	59%	20%	39%	46%	50%	64%
Number Reporting	72	8	13	15	22	16	16	13	7	7
Average base pay	*$125,938*	*$117,128*	*$98,807*	*$107,083*	*$158,964*	*$113,818*	*$119,745*	*$128,155*	*$131,906*	*$129,148*
Median	*$117,460*	*$102,350*	*$98,000*	*$107,500*	*$151,779*	*$109,735*	*$94,350*	*$107,500*	*$145,000*	*$124,300*
Other similar operations	30	7	7	7	6	13	8	5	2	-
	14%	13%	21%	16%	15%	16%	18%	18%	14%	-
Number Reporting	30	7	7	7	6	13	8	5	2	0
Average base pay	*$117,633*	*$91,929*	*$99,239*	*$125,559*	*$165,267*	*$98,337*	*$124,439*	*$157,340*	*$102,355*	-
Median	*$103,000*	*$94,000*	*$98,000*	*$109,000*	*$147,945*	*$98,068*	*$101,058*	*$134,200*		-
None of the above	56	21	8	12	2	30	9	4	3	-
	27%	38%	24%	27%	5%	38%	20%	14%	21%	-
Number Reporting	56	21	8	12	2	30	9	4	3	0
Average base pay	*$88,361*	*$76,636*	*$96,053*	*$108,864*	*$105,750*	*$81,969*	*$93,222*	*$109,023*	*$87,500*	-
Median	*$82,500*	*$74,000*	*$95,361*	*$104,800*	*$105,750*	*$77,750*	*$92,973*	*$103,661*	*$87,000*	-

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TABLE 6. Principal Attorney's Pay in Relation to Number of Attorneys on Staff

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
PRINCIPAL ATTORNEY'S PAY IN RELATION TO NUMBER OF ATTORNEYS ON STAFF										
FULL-TIME ATTORNEYS										
Average attorneys	*3.5*	*1.4*	*1.5*	*2.5*	*9.7*	*1.6*	*2.5*	*3.4*	*6.7*	*7.2*
Median	*1.6*	*1.1*	*1.2*	*2.6*	*7.4*	*1.2*	*1.3*	*2.3*	*5.7*	*6.9*
1 attorney	99	45	23	12	2	50	26	10	1	-
	47%	80%	68%	27%	5%	63%	59%	36%	7%	-
Average salary	*$87,154*	*$82,705*	*$91,443*	*$107,487*	*$131,000*	*$83,273*	*$89,159*	*$95,149*	*$76,000*	-
Median	*$83,002*	*$80,002*	*$91,000*	*$97,808*		*$79,750*	*$89,000*	*$92,861*		-
2 attorneys	26	5	7	8	1	11	3	5	1	1
	12%	9%	21%	18%	3%	14%	7%	18%	7%	9%
Average salary	*$102,269*	*$88,955*	*$109,879*	*$108,358*	*$99,500*	*$104,270*	*$105,333*	*$96,340*	*$99,500*	*$132,047*
Median	*$102,491*	*$88,200*	*$112,000*	*$108,550*		*$109,470*	*$91,000*	*$107,500*		
3 attorneys	20	1	1	14	2	7	5	3	2	-
	9%	2%	3%	32%	5%	9%	11%	11%	14%	-
Average salary	*$117,244*	*$103,575*	*$98,000*	*$119,122*	*$112,300*	*$123,271*	*$108,755*	*$129,833*	*$112,300*	-
Median	*$108,500*			*$110,555*		*$108,000*	*$100,000*	*$116,500*		-
4 attorneys	16	1	2	8	1	4	4	4	2	1
	8%	2%	6%	18%	3%	5%	9%	14%	14%	9%
Average salary	*$132,153*	*$122,900*	*$139,797*	*$124,494*	*$145,000*	*$132,211*	*$150,399*	*$122,503*	*$130,000*	*$110,000*
Median	*$131,897*			*$124,600*		*$137,250*	*$155,000*	*$128,550*		
5 or more	43	1	-	1	33	1	6	6	7	9
	20%	2%	-	2%	85%	1%	14%	21%	50%	82%
Average salary	*$166,533*	*$228,800*	-	*$113,308*	*$169,497*	*$125,000*	*$192,100*	*$181,967*	*$166,392*	*$154,810*
Median	*$153,429*		-		*$160,000*		*$185,000*	*$186,500*	*$155,000*	*$132,800*
Not reported	7	3	1	1	-	6	-	-	1	-
	3%	5%	3%	2%	-	8%	-	-	7%	-
Part-time Attorneys										
Number Reporting	39	9	5	9	12	9	8	8	1	5
Average attorneys	*1.6*	*1.4*	*1.2*	*1.2*	*2.4*	*1.3*	*1.3*	*1.1*	*2.0*	*1.4*
Median	*1.3*	*1.3*	*1.1*	*1.1*	*1.7*	*1.1*	*1.2*	*1.1*	*2.0*	*1.3*

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TABLE 7. Other Legal Staff

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
LEGAL SECRETARIES										
Full-time										
1 legal secretary	73	25	20	17	2	31	17	12	2	-
	35%	45%	59%	39%	5%	39%	39%	43%	14%	-
2 legal secretaries	24	2	2	11	4	7	4	6	2	1
	11%	4%	6%	25%	10%	9%	9%	21%	14%	9%
3 or more	41	1	1	7	27	3	8	8	6	6
	19%	2%	3%	16%	69%	4%	18%	29%	43%	55%
Average number of legal secretaries	*2.4*	*1.3*	*1.1*	*1.9*	*5.1*	*1.3*	*1.9*	*2.2*	*3.5*	*4.4*
Median	*1.2*	*1.0*	*1.0*	*1.8*	*3.9*	*1.1*	*1.2*	*1.8*	*2.9*	*4.1*
None reported	73	28	11	9	6	38	15	2	4	4
	35%	50%	32%	20%	15%	48%	34%	7%	29%	36%
PARALEGALS										
Full-time										
1 paralegal	42	11	5	8	9	14	9	7	3	3
	20%	20%	15%	18%	23%	18%	20%	25%	21%	27%
2 paralegals	11	1	-	2	5	2	2	2	2	-
	5%	2%	-	5%	13%	3%	5%	7%	14%	-
3 or more	8	-	-	-	7	-	-	1	1	2
	4%	-	-	-	18%	-	-	4%	7%	18%
Average number of paralegals	*1.9*	*1.1*	*0.9*	*1.2*	*3.1*	*1.1*	*1.2*	*1.7*	*1.7*	*2.6*
Median	*1.1*	*1.0*	*0.9*	*1.1*	*1.9*	*1.0*	*1.1*	*1.1*	*1.5*	*1.2*
None reported	150	44	29	34	18	63	33	18	8	6
	71%	79%	85%	77%	46%	80%	75%	64%	57%	55%
LAW CLERKS										
Full-time										
Number Reporting	5	0	0	1	3	1	0	1	1	0
Average	*1.2*	-	-	*1.0*	*1.3*	*1.0*	-	*2.0*	*1.0*	-
Median	*1.1*	-	-	-	*1.3*	-	-	-	-	-
Part-time										
Number Reporting	48	1	5	14	20	8	8	7	7	7
Average	*1.9*	*1.0*	*2.0*	*1.6*	*2.1*	*1.6*	*1.5*	*2.6*	*2.0*	*2.3*
Median	*1.4*		*2.0*	*1.4*	*1.5*	*1.3*	*1.3*	*2.7*	*1.4*	*2.3*
OTHER LEGAL STAFF										
Full-time equivalent										
Number Reporting	65	12	8	14	20	16	13	10	7	5
Average	*2.0*	*1.3*	*1.1*	*2.3*	*2.6*	*1.8*	*1.1*	*1.6*	*2.0*	*3.0*
Median	*1.0*	*1.0*	*1.0*	*1.0*	*2.0*	*1.0*	*1.0*	*1.0*	*2.0*	*3.0*

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TABLE 8. Operating Budget for the Legal Office

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
WHAT IS TOTAL OPERATING BUDGET FOR LEGAL OFFICE?										
Less than $100,000	36	16	9	3	3	21	9	1	2	1
	17%	29%	26%	7%	8%	27%	20%	4%	14%	9%
$101,000–$200,000	37	19	7	5	1	19	9	5	1	-
	18%	34%	21%	11%	3%	24%	20%	18%	7%	-
$200,001–$400,000	35	9	8	12	2	14	6	6	1	-
	17%	16%	24%	27%	5%	18%	14%	21%	7%	-
$400,001–$1,000,000	43	3	8	15	9	9	7	11	4	6
	20%	5%	24%	34%	23%	11%	16%	39%	29%	55%
More than one million	32	-	1	4	23	5	7	4	5	4
	15%	-	3%	9%	59%	6%	16%	14%	36%	36%
Average ($000's)	*$647*	*$166*	*$269*	*$543*	*$1,781*	*$282*	*$472*	*$678*	*$1,437*	*$1,446*
Median ($000's)	*$315*	*$133*	*$208*	*$389*	*$1,200*	*$148*	*$241*	*$430*	*$670*	*$934*
Not reported	28	9	1	5	1	11	6	1	1	-
	13%	16%	3%	11%	3%	14%	14%	4%	7%	-
DOES THIS BUDGET INCLUDE STAFF SALARIES AND BENEFITS?										
Yes	140	31	24	33	32	48	30	21	11	10
	66%	55%	71%	75%	82%	61%	68%	75%	79%	91%
Average ($000's)	*$751*	*$208*	*$345*	*$501*	*$1,922*	*$366*	*$558*	*$599*	*$1,686*	*$1,583*
Median ($000's)	*$411*	*$150*	*$270*	*$441*	*$1,250*	*$230*	*$322*	*$440*	*$756*	*$935*
No	38	14	9	5	4	19	8	4	2	1
	18%	25%	26%	11%	10%	24%	18%	14%	14%	9%
Average ($000's)	*$83*	*$52*	*$67*	*$147*	*$90*	*$68*	*$32*	*$131*	*$65*	*$71*
Median ($000's)	*$54*	*$28*	*$34*	*$132*	*$71*	*$40*	*$32*	*$118*		
Not reported	33	11	1	6	3	12	6	3	1	-
	16%	20%	3%	14%	8%	15%	14%	11%	7%	-
If no, what is the 1998–1999 budget for staff salaries and benefits?										
Number Reporting	27	9	8	3	5	12	6	3	2	1
Average ($000's)	*$221*	*$128*	*$173*	*$192*	*$519*	*$164*	*$152*	*$160*	*$346*	*$691*
Median ($000's)	*$149*	*$114*	*$145*	*$186*	*$482*	*$133*	*$141*	*$154*		
WHAT WAS THE 1997–1998 TOTAL OPERATING BUDGET?										
Number Reporting	168	38	29	39	37	57	35	26	13	11
Average ($000's)	*$659*	*$164*	*$280*	*$500*	*$1,761*	*$285*	*$465*	*$683*	*$1,363*	*$1,430*
Median ($000's)	*$316*	*$129*	*$213*	*$370*	*$1,109*	*$145*	*$299*	*$415*	*$609*	*$889*

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TABLE 9. Policies Regarding Attorneys' Outside Activities

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
WHAT OUTSIDE ACTIVITIES DO FULL-TIME ATTORNEYS REGULARLY PURSUE?										
Private legal practice	15	9	1	1	1	12	1	-	-	-
	7%	16%	3%	2%	3%	15%	2%	-	-	-
Teaching	51	11	10	12	11	13	12	9	7	4
	24%	20%	29%	27%	28%	16%	27%	32%	50%	36%
Arbitration/mediation	19	6	1	5	5	4	3	4	4	1
	9%	11%	3%	11%	13%	5%	7%	14%	29%	9%
Volunteer/pro bono services	84	25	15	15	17	36	14	11	5	4
	40%	45%	44%	34%	44%	46%	32%	39%	36%	36%
None	82	19	10	17	17	31	16	7	4	5
	39%	34%	29%	39%	44%	39%	36%	25%	29%	45%
WHAT RESTRICTIONS ARE IMPOSED ON THOSE WHO ENGAGE IN PRIVATE PRACTICE?										
Time off for outside practice charged to vacation	13	4	-	4	4	4	1	2	1	3
	6%	7%	-	9%	10%	5%	2%	7%	7%	27%
Compensatory time must be worked to cover time off	1	-	1	-	-	1	-	-	-	-
	0%	-	3%	-	-	1%	-	-	-	-
Outside practice allowed only if done "sparingly"	35	10	10	5	7	20	3	4	3	2
	17%	18%	29%	11%	18%	25%	7%	14%	21%	18%
None; no restrictions	9	6	1	-	-	8	-	1	-	-
	4%	11%	3%	-	-	10%	-	4%	-	-

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IV. Characteristics of Other Legal Staff

The survey requested compensation and demographic information for three levels of attorney in addition to the principal attorney, for all legal secretaries, and for paralegals. The three levels of attorney, as described in the survey questionnaire, were:

- *Attorney III. A senior attorney who counsels and advises on more complex legal matters and projects; assists the principal attorney or top legal officer; may be responsible for a specific legal area; may provide work guidance to less experienced attorneys; and typically has 7 or more years of experience as an attorney.*
- *Attorney II. An intermediate attorney who assists more senior attorneys on a variety of legal projects; works independently on less difficult assignments; and typically has 3–7 years of experience as an attorney.*
- *Attorney I. An entry-level attorney who assists other attorneys in all aspects of legal work; conducts legal research; is closely supervised; and has 3 years or less of experience as an attorney.*

Of the 223 institutions represented by in-house principal attorneys (including the 12 principal attorneys employed by state governments), 107 institutions reported salary and related characteristics for 343 Attorneys III. Fifty-one institutions reported 138 Attorneys II and 25 institutions reported 29 Attorneys I. Institutions with current fund expenditures of $600 million or more reported more than one-half of the salaries for each of these jobs.

A total of 310 legal secretaries were reported by 152 institutions; 60 institutions reported 107 paralegals. Institutions with current fund expenditures of $600 million or more accounted for 136 of the 310 legal secretaries and for 61 of the 107 paralegals.

Gender, Ethnicity, Experience, and Salary

Among those in the Attorney III position:

- *49% are female; 49% are male; gender was not reported for 2%*
- *81% are Caucasian; 9% are other ethnicities; ethnicity was not reported for 9%*
- *average years of legal experience is 16.8*
- *average salary is $93,373*
- *214 attorneys employed by institutions with current fund expenditures of $600 million or more are paid an average of $97,874*

Among those in the Attorney II position:

- *62% are female; 35% are male; gender was not reported for 3%*
- *76% are Caucasian; 8% are African American; 4% are other ethnicities; ethnicity was not reported for 12%*
- *average years of legal experience is 10*
- *average salary is $69,119*
- *96 attorneys employed by institutions with current fund expenditures of $600 million or more are paid an average of $73,059*

Among those in the Attorney I position:

- *69% are female; 24% are male; gender was not reported for 7%*
- *69% are Caucasian; 14% are African American; ethnicity was not reported for 17%*
- *average years of legal experience is 5.3*
- *average salary is $50,830*

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Among legal secretaries:

- *94% are female; 2% are male; gender was not reported for 4%*
- *68% are Caucasian; 14% are African American; 8% are other ethnicities; ethnicity was not reported for 10%*
- *average years of experience is 11.7*
- *average salary is $30,907*

Among paralegals:

- *86% are female; 12% are male; gender was not reported for 2%*
- *74% are Caucasian; 14% are African American; 6% are other ethnicities; ethnicity was not reported for 7%*
- *average years of experience is 10.4*
- *average salary is $38,743*

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TABLE 10. Attorney III Gender, Ethnicity, Experience, and Salary

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Institutions Reporting	107	6	13	32	37	24	20	17	13	12
Employees Reported	343	16	13	51	214	33	39	47	40	50
GENDER										
Male	168	9	6	28	104	14	17	26	21	24
	49%	56%	46%	55%	49%	42%	44%	55%	53%	48%
Female	168	7	7	23	103	19	22	21	19	26
	49%	44%	54%	45%	48%	58%	56%	45%	48%	52%
Not reported	7	-	-	-	7	-	-	-	-	-
	2%	-	-	-	3%	-	-	-	-	-
ETHNICITY										
African American	15	3	1	2	7	3	1	3	3	-
	4%	19%	8%	4%	3%	9%	3%	6%	8%	-
Asian	9	-	1	3	5	2	-	-	2	1
	3%	-	8%	6%	2%	6%	-	-	5%	2%
Caucasian	279	12	10	41	170	24	34	43	35	46
	81%	75%	77%	80%	79%	73%	87%	91%	88%	92%
Hispanic	7	1	1	2	2	2	-	1	-	2
	2%	6%	8%	4%	1%	6%	-	2%	-	4%
Other	1	-	-	-	1	-	-	-	-	1
	0%	-	-	-	0%	-	-	-	-	2%
Not reported	32	-	-	3	29	2	4	-	-	-
	9%	-	-	6%	14%	6%	10%	-	-	-
YEARS OF EXPERIENCE										
Number Reporting	322	15	13	51	197	30	38	46	40	50
Average years	*16.8*	*15.9*	*12.8*	*15.8*	*17.9*	*12.9*	*15.0*	*17.1*	*15.9*	*17.3*
Median	*15.7*	*13.3*	*12.0*	*14.9*	*17.6*	*11.8*	*14.8*	*16.0*	*15.5*	*16.5*
ANNUAL SALARY										
Number Reporting	343	16	13	51	214	33	39	47	40	50
Average	*$93,373*	*$100,671*	*$79,521*	*$79,062*	*$97,874*	*$79,789*	*$87,758*	*$102,255*	*$92,388*	*$86,426*
Median	*$87,600*	*$107,916*	*$76,524*	*$75,001*	*$92,800*	*$82,159*	*$82,999*	*$96,000*	*$82,026*	*$78,001*

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TABLE 11. Attorney II Gender, Ethnicity, Experience, and Salary

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Institutions Reporting	51	4	4	11	24	7	10	8	5	8
Employees Reported	138	4	7	13	96	12	17	15	34	19
GENDER										
Male	48	-	3	6	36	4	7	2	17	6
	35%	-	43%	46%	38%	33%	41%	13%	50%	32%
Female	86	4	4	7	56	8	10	13	17	13
	62%	100%	57%	54%	58%	67%	59%	87%	50%	68%
Not reported	4	-	-	-	4	-	-	-	-	-
	3%	-	-	-	4%	-	-	-	-	-
ETHNICITY										
African American	11	-	1	1	7	1	2	1	2	-
	8%	-	14%	8%	7%	8%	12%	7%	6%	-
Asian	1	-	1	-	-	-	1	-	-	-
	1%	-	14%	-	-	-	6%	-	-	-
Caucasian	105	4	3	11	72	11	10	13	31	19
	76%	100%	43%	85%	75%	92%	59%	87%	91%	100%
Hispanic	3	-	1	-	2	-	1	1	1	-
	2%	-	14%	-	2%	-	6%	7%	3%	-
Other	2	-	1	-	-	-	1	-	-	-
	1%	-	14%	-	-	-	6%	-	-	-
Not reported	16	-	-	1	15	-	2	-	-	-
	12%	-	-	8%	16%	-	12%	-	-	-
YEARS OF EXPERIENCE										
Number Reporting	133	4	7	13	91	12	17	15	34	19
Average years	*10.0*	*5.8*	*6.1*	*6.9*	*11.1*	*7.3*	*6.6*	*8.5*	*13.0*	*11.1*
Median	*8.9*	*5.5*	*4.8*	*6.1*	*9.7*	*6.0*	*5.9*	*7.8*	*10.5*	*9.7*
ANNUAL SALARY										
Number Reporting	138	4	7	13	96	12	17	15	34	19
Average	*$69,119*	*$58,500*	*$64,008*	*$56,078*	*$73,059*	*$62,147*	*$69,497*	*$63,060*	*$79,157*	*$69,581*
Median	*$68,168*	*$57,500*	*$65,000*	*$56,143*	*$71,750*	*$65,001*	*$74,000*	*$64,000*	*$78,300*	*$62,498*

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TABLE 12. Attorney I Gender, Ethnicity, Experience, and Salary

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Institutions Reporting	25	1	1	8	13	5	5	4	2	3
Employees Reported	29	1	1	8	17	5	6	4	2	4
GENDER										
Male	7	-	1	2	3	2	1	1	-	1
	24%	-	100%	25%	18%	40%	17%	25%	-	25%
Female	20	1	-	6	12	3	5	3	2	3
	69%	100%	-	75%	71%	60%	83%	75%	100%	75%
Not reported	2	-	-	-	2	-	-	-	-	-
	7%	-	-	-	12%	-	-	-	-	-
ETHNICITY										
African American	4	-	1	1	1	1	-	-	-	1
	14%	-	100%	13%	6%	20%	-	-	-	25%
Caucasian	20	1	-	7	11	4	5	4	1	3
	69%	100%	-	88%	65%	80%	83%	100%	50%	75%
Not reported	5	-	-	-	5	-	1	-	1	-
	17%	-	-	-	29%	-	17%	-	50%	-
YEARS OF EXPERIENCE										
Number Reporting	28	1	1	7	17	5	5	4	2	4
Average years	*5.3*	*1.0*	*3.0*	*6.1*	*5.6*	*1.4*	*4.4*	*10.5*	*1.0*	*2.8*
Median	*2.8*			*2.0*	*3.0*	*1.1*	*5.0*	*5.5*		*2.8*
ANNUAL SALARY										
Number Reporting	29	1	1	8	17	5	6	4	2	4
Average	*$50,830*	*$35,000*	*$71,000*	*$50,863*	*$50,869*	*$48,675*	*$59,667*	*$55,106*	*$38,000*	*$43,508*
Median	*$48,000*			*$51,188*	*$48,000*	*$45,000*	*$65,000*	*$56,500*		*$40,616*

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TABLE 13. Legal Secretary Gender, Ethnicity, Experience, and Salary

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Institutions Reporting	152	31	31	36	33	48	32	28	10	10
Employees Reported	310	38	35	64	136	56	51	52	28	35
GENDER										
Male	5	1	-	-	3	1	-	-	1	2
	2%	3%	-	-	2%	2%	-	-	4%	6%
Female	292	37	35	64	120	55	49	52	27	33
	94%	97%	100%	100%	88%	98%	96%	100%	96%	94%
Not reported	13	-	-	-	13	-	2	-	-	-
	4%	-	-	-	10%	-	4%	-	-	-
ETHNICITY										
African American	44	6	7	5	19	13	8	5	7	4
	14%	16%	20%	8%	14%	23%	16%	10%	25%	11%
Asian	11	1	-	4	6	2	-	-	2	-
	4%	3%	-	6%	4%	4%	-	-	7%	-
Caucasian	211	28	26	49	79	36	37	46	17	28
	68%	74%	74%	77%	58%	64%	73%	88%	61%	80%
Hispanic	10	2	1	3	3	2	1	1	2	3
	3%	5%	3%	5%	2%	4%	2%	2%	7%	9%
Other	3	-	1	1	1	1	1	-	-	-
	1%	-	3%	2%	1%	2%	2%	-	-	-
Not reported	31	1	-	2	28	2	4	-	-	-
	10%	3%	-	3%	21%	4%	8%	-	-	-
YEARS OF EXPERIENCE										
Number Reporting	266	36	33	63	97	53	47	50	28	24
Average years	*11.7*	*12.0*	*11.6*	*11.1*	*11.8*	*10.8*	*11.7*	*11.9*	*9.8*	*10.9*
Median	*10.1*	*10.5*	*10.2*	*9.3*	*10.3*	*9.8*	*10.3*	*10.3*	*8.8*	*10.0*
ANNUAL SALARY										
Number Reporting	310	38	35	64	136	56	51	52	28	35
Average	*$30,907*	*$29,513*	*$30,279*	*$29,383*	*$32,387*	*$28,374*	*$28,858*	*$31,898*	*$32,083*	*$32,207*
Median	*$30,000*	*$28,223*	*$29,557*	*$29,036*	*$31,500*	*$30,000*	*$28,000*	*$29,779*	*$31,750*	*$32,000*

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TABLE 14. Paralegal Gender, Ethnicity, Experience, and Salary

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Institutions Reporting	60	10	5	13	20	13	10	12	9	5
Employees Reported	107	11	5	15	61	15	11	17	13	10
GENDER										
Male	13	1	1	1	8	2	-	1	2	1
	12%	9%	20%	7%	13%	13%	-	6%	15%	10%
Female	92	10	4	14	51	13	11	16	10	9
	86%	91%	80%	93%	84%	87%	100%	94%	77%	90%
Not reported	2	-	-	-	2	-	-	-	1	-
	2%	-	-	-	3%	-	-	-	8%	-
ETHNICITY										
African American	15	1	1	1	9	1	2	-	4	1
	14%	9%	20%	7%	15%	7%	18%	-	31%	10%
Asian	3	-	-	-	3	-	-	-	1	-
	3%	-	-	-	5%	-	-	-	8%	-
Caucasian	79	9	4	13	41	12	8	16	7	9
	74%	82%	80%	87%	67%	80%	73%	94%	54%	90%
Hispanic	3	-	-	1	2	1	-	1	1	-
	3%	-	-	7%	3%	7%	-	6%	8%	-
Not reported	7	1	-	-	6	1	1	-	-	-
	7%	9%	-	-	10%	7%	9%	-	-	-
YEARS OF EXPERIENCE										
Number Reporting	103	11	5	15	57	15	11	17	13	10
Average years	*10.4*	*9.1*	*3.8*	*11.9*	*11.4*	*9.5*	*7.6*	*9.7*	*9.0*	*10.5*
Median	*9.9*	*9.8*	*3.0*	*12.8*	*10.7*	*12.0*	*5.0*	*10.3*	*9.7*	*10.0*
ANNUAL SALARY										
Number Reporting	107	11	5	15	61	15	11	17	13	10
Average	*$38,743*	*$39,239*	*$30,372*	*$34,599*	*$41,496*	*$32,538*	*$34,715*	*$37,017*	*$36,459*	*$34,334*
Median	*$38,384*	*$37,013*	*$29,423*	*$35,880*	*$39,400*	*$31,200*	*$34,771*	*$36,600*	*$37,202*	*$35,918*

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V. Employee Benefits of Legal Staff

Respondents were queried on a variety of employee benefits and perquisites. Among the 211 institutions that employ a full-time principal attorney, almost all provide the following benefits:

- *life insurance for the principal attorney and any other attorneys on staff*
- *sick leave for all attorneys*
- *a long-term disability income plan for all attorneys*
- *both employee and dependents' health care coverage (including prescription drug benefits)*
- *paid attendance at NACUA's annual conference for all attorneys*

Among these benefits, the employer pays all or most of the cost. Almost all institutions also provide and pay the entire cost of:

- *life insurance and long-term disability income plans*
- *employee health care coverage*

Other benefits and perquisites, including liability insurance, are not universally provided. The incidence of some benefits and perquisites varies depending on the size of the institution.

In addition, among the 211 institutions:

- *almost all provide dependents' health care coverage—and pay an average of 77 percent of the cost*
- *more than two-thirds provide and pay all of the cost for accidental death and dismemberment insurance*
- *79 percent provide employee dental benefits and pay an average of 86 percent of the cost*
- *70 percent provide dependents' dental benefits and pay an average of 80 percent of the cost*
- *56 percent provide vision care benefits and pay an average of 89 percent of the cost*

Non-Salary Cash and Deferred Compensation

Relatively few institutions pay either the principal attorney or other staff attorneys a cash bonus. Only 7 of 211 institutions, based on the number reported to the survey, pay any attorney other than the principal attorney a cash bonus. Regarding various forms of deferred compensation:

- *29 percent of institutions provide tax-sheltered annuities for their staff attorneys*
- *30 percent provide a defined benefit pension plan*
- *41 percent provide a defined contribution pension plan*
- *43 percent provide a 403(b) plan with matching employer contributions*

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Professional Expenses

As noted earlier, 92 percent of these institutions pay for the principal attorney and other attorneys to attend NACUA's annual conference. Almost as many institutions, 86 percent, pay for attendance at NACUA's continuing legal education programs and 91 percent for attendance at other legal seminars. Sixty-nine percent of the 211 institutions pay annual bar dues and 49 percent pay bar and/or court admission fees. Larger institutions are somewhat more likely to pay these professional expenses, especially for attendance at NACUA continuing legal education programs.

Other Benefits

Other Perquisites. Relatively few institutions, 18 percent, provide an automobile or automobile allowance to staff attorneys. The largest institutions are most likely to do so and 31 percent of institutions with current fund expenditures of $600 million or more provide an automobile or automobile allowance for the principal attorney. Only 9 principal attorneys reported that their institution provides them an athletic or country club membership. Only 11 principal attorneys reported their institutions provide them a civic or luncheon club membership.

More than one-half the 211 institutions, 115, and especially the smaller institutions, provide staff attorneys with a books and periodicals allowance. One-fourth of the 211 institutions provide business travel insurance for at least some staff attorneys.

Free or Discounted Tuition. Fifty-one percent of the 211 institutions provide free tuition for employees, including staff attorneys. Forty percent provide free tuition for dependents of employees. Another 21 percent of institutions provide discounted tuition for employees, with the employee paying an average of 42 percent of the tuition cost. Twenty-six percent of institutions provide discounted tuition for dependents, with the dependent paying an average of 42 percent of the tuition cost. In one-half of the discounted tuition programs, the employee or dependent pays one-half or less of the tuition cost.

Child Care. Relatively few principal attorneys, only 12 percent, reported that their institution provides low-cost child care or subsidizes child care. Only 7 of the 211 in-house principal attorneys reported that their institution provides subsidized housing or a housing allowance.

Professional Liability Fifty-six percent of institutions provide or pay for professional liability insurance for their staff attorneys. More than one-half of these 117 institutions are self-insured. Only 6 percent of the 211 institutions provide professional liability insurance that covers the outside practice of any staff attorney.

Cost of Benefits

Among the 183 in-house principal attorneys who reported the cost of employee benefits at their institution, benefits average 26 percent of base pay. The average cost of benefits ranges from 25 percent among the smallest institutions to 28 percent among the largest institutions. Tables 15 through 19 report benefits and perquisites by size of institution.

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TABLE 15. Insurance & Health Care Benefits

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
BENEFITS AND PERQUISITES PROVIDED TO ATTORNEYS										
LIFE INSURANCE										
Principal Attorney	93	42	20	12	2	46	22	11	1	1
	44%	75%	59%	27%	5%	58%	50%	39%	7%	9%
Principal and other Attorneys	105	8	12	31	36	25	18	17	13	10
	50%	14%	35%	70%	92%	32%	41%	61%	93%	91%
Premium paid by employer										
Number Reporting	113	35	22	23	22	41	26	16	6	5
Average percent	*97%*	*96%*	*94%*	*98%*	*100%*	*96%*	*99%*	*95%*	*100%*	*100%*
Median	*100%*	*100%*	*99%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*
ACCIDENTAL DEATH & DISMEMBERMENT INSURANCE										
Principal Attorney	67	27	14	12	2	34	14	9	1	-
	32%	48%	41%	27%	5%	43%	32%	32%	7%	-
Principal and other Attorneys	79	4	9	26	30	14	16	12	11	7
	37%	7%	26%	59%	77%	18%	36%	43%	79%	64%
Premium paid by employer										
Number Reporting	63	17	13	17	11	25	14	8	2	3
Average percent	*98%*	*97%*	*98%*	*99%*	*100%*	*97%*	*98%*	*100%*	*100%*	*100%*
Median	*99%*	*99%*	*99%*	*99%*	*100%*	*99%*	*99%*	*100%*		*100%*
PAID SICK LEAVE										
Principal Attorney	101	46	20	12	3	52	24	11	1	-
	48%	82%	59%	27%	8%	66%	55%	39%	7%	-
Other Attorneys	1	-	-	1	-	-	1	-	-	-
	0%	-	-	2%	-	-	2%	-	-	-
Principal and other Attorneys	105	8	13	30	36	24	18	17	13	11
	50%	14%	38%	68%	92%	30%	41%	61%	93%	100%
SHORT-TERM DISABILITY BENEFITS										
Principal Attorney	71	29	17	9	3	34	19	8	1	1
	34%	52%	50%	20%	8%	43%	43%	29%	7%	9%
Principal and other Attorneys	68	5	9	18	26	15	11	11	10	6
	32%	9%	26%	41%	67%	19%	25%	39%	71%	55%

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TABLE 15. Insurance & Health Care Benefits *(continued)*

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
LONG-TERM DISABILITY BENEFITS										
Principal Attorney	91	38	21	11	4	45	21	10	1	-
	43%	68%	62%	25%	10%	57%	48%	36%	7%	-
Other Attorneys	1	-	-	-	1	-	-	-	1	-
	0%	-	-	-	3%	-	-	-	7%	-
Principal and other Attorneys	92	6	11	29	31	23	16	13	12	8
	44%	11%	32%	66%	79%	29%	36%	46%	86%	73%
Premium paid by employer										
Number Reporting	97	30	20	21	14	38	22	11	4	6
Average percent	*97%*	*98%*	*93%*	*95%*	*100%*	*95%*	*99%*	*100%*	*100%*	*94%*
Median	*100%*	*100%*	*99%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*
EMPLOYEE MEDICAL COVERAGE										
Principal Attorney	103	47	22	12	3	54	24	11	1	-
	49%	84%	65%	27%	8%	68%	55%	39%	7%	-
Both Principal and other Attorneys	106	8	12	31	36	24	19	17	13	11
	50%	14%	35%	70%	92%	30%	43%	61%	93%	100%
Premium paid by employer										
Number Reporting	128	38	25	28	22	49	30	16	6	6
Average percent	*88%*	*90%*	*85%*	*89%*	*83%*	*86%*	*88%*	*89%*	*80%*	*88%*
Median	*100%*	*100%*	*95%*	*94%*	*90%*	*100%*	*99%*	*100%*	*83%*	*90%*
DEPENDENTS' MEDICAL COVERAGE										
Principal Attorney	90	38	20	12	3	45	22	10	1	-
	43%	68%	59%	27%	8%	57%	50%	36%	7%	-
Other Attorneys	1	-	1	-	-	-	-	-	-	-
	0%	-	3%	-	-	-	-	-	-	-
Principal and other Attorneys	94	6	10	30	36	22	16	15	13	11
	45%	11%	29%	68%	92%	28%	36%	54%	93%	100%
Premium paid by employer										
Number Reporting	98	23	19	25	18	36	21	14	4	6
Average percent	*77%*	*72%*	*73%*	*81%*	*77%*	*74%*	*76%*	*82%*	*83%*	*85%*
Median	*80%*	*69%*	*75%*	*80%*	*80%*	*75%*	*80%*	*80%*	*83%*	*80%*

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TABLE 15. Insurance & Health Care Benefits *(continued)*

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
EMPLOYEE DENTAL BENEFITS										
Principal Attorney	80	39	18	9	2	38	20	10	1	-
	38%	70%	53%	20%	5%	48%	45%	36%	7%	-
Principal and other Attorneys	87	6	10	24	31	20	15	12	13	9
	41%	11%	29%	55%	79%	25%	34%	43%	93%	82%
Premium paid by employer										
Number Reporting	83	24	16	18	16	29	19	11	6	5
Average percent	*86%*	*90%*	*82%*	*83%*	*89%*	*84%*	*88%*	*85%*	*88%*	*92%*
Median	*100%*	*100%*	*95%*	*90%*	*98%*	*100%*	*100%*	*80%*	*90%*	*100%*
DEPENDENTS' DENTAL BENEFITS										
Principal Attorney	70	30	18	9	2	31	19	9	1	-
	33%	54%	53%	20%	5%	39%	43%	32%	7%	-
Other Attorneys	2	1	1	-	-	1	-	-	-	-
	1%	2%	3%	-	-	1%	-	-	-	-
Principal and other Attorneys	79	6	9	22	29	20	14	11	12	9
	37%	11%	26%	50%	74%	25%	32%	39%	86%	82%
Premium paid by employer										
Number Reporting	66	16	12	18	12	23	15	9	4	4
Average percent	*80%*	*80%*	*73%*	*84%*	*80%*	*79%*	*80%*	*81%*	*88%*	*83%*
Median	*83%*	*83%*	*68%*	*90%*	*88%*	*86%*	*85%*	*80%*	*93%*	*85%*
VISION CARE BENEFITS										
Principal Attorney	52	25	9	7	1	25	10	7	1	-
	25%	45%	26%	16%	3%	32%	23%	25%	7%	-
Other Attorneys	2	2	-	-	-	1	1	-	-	-
	1%	4%	-	-	-	1%	2%	-	-	-
Principal and other Attorneys	64	4	6	16	24	16	8	8	10	6
	30%	7%	18%	36%	62%	20%	18%	29%	71%	55%
Premium paid by employer										
Number Reporting	54	16	5	14	10	20	11	6	5	1
Average percent	*89%*	*89%*	*81%*	*91%*	*87%*	*84%*	*89%*	*89%*	*92%*	*80%*
Median	*99%*	*100%*	*83%*	*99%*	*98%*	*99%*	*99%*	*100%*	*95%*	
PRESCRIPTION DRUG BENEFITS										
Principal Attorney	90	40	20	11	3	47	20	11	1	-
	43%	71%	59%	25%	8%	59%	45%	39%	7%	-
Principal and other Attorneys	95	6	10	27	33	21	18	11	12	11
	45%	11%	29%	61%	85%	27%	41%	39%	86%	100%
Premium paid by employer										
Number Reporting	96	30	20	21	13	41	18	11	4	4
Average percent	*87%*	*85%*	*84%*	*91%*	*88%*	*83%*	*90%*	*86%*	*90%*	*88%*
Median	*100%*	*100%*	*87%*	*100%*	*100%*	*95%*	*100%*	*90%*	*90%*	*90%*

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TABLE 16. Other Cash and Deferred Compensation

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
ANNUAL CASH BONUS										
Principal Attorney	8	1	2	1	2	4	2	-	-	-
	4%	2%	6%	2%	5%	5%	5%	-	-	-
Other Attorneys	3	2	-	-	-	1	1	-	-	-
	1%	4%	-	-	-	3%	2%	-	-	-
Principal and other Attorneys	4	-	1	1	2	2	-	1	-	-
	2%	-	3%	2%	5%	3%	-	4%	-	-
TAX-SHELTERED ANNUITY										
Principal Attorney	29	12	6	4	2	13	7	4	2	-
	14%	21%	18%	9%	5%	16%	16%	14%	14%	-
Other Attorneys	1	1	-	-	-	1	-	-	-	-
	0%	2%	-	-	-	1%	-	-	-	-
Principal and other Attorneys	31	3	3	12	7	6	5	3	5	1
	15%	5%	9%	27%	18%	8%	11%	11%	36%	9%
403(B) PLAN WITH MATCHING CONTRIBUTIONS										
Principal Attorney	39	20	6	4	1	22	10	3	-	-
	18%	36%	18%	9%	3%	28%	23%	11%	-	-
Other Attorneys	2	2	-	-	-	1	1	-	-	-
	1%	4%	-	-	-	1%	2%	-	-	-
Principal and other Attorneys	50	5	5	10	19	13	14	5	5	6
	24%	9%	15%	23%	49%	16%	32%	18%	36%	55%
DEFINED BENEFIT PENSION PLAN										
Principal Attorney	25	8	6	4	2	9	7	4	-	-
	12%	14%	18%	9%	5%	11%	16%	14%	-	-
Other Attorneys	3	1	-	1	1	1	-	-	1	1
	1%	2%	-	2%	3%	1%	-	-	7%	9%
Principal and other Attorneys	35	2	3	10	10	4	4	5	6	3
	17%	4%	9%	23%	26%	5%	9%	18%	43%	27%
DEFINED CONTRIBUTION PENSION PLAN										
Principal Attorney	40	19	9	6	2	17	11	5	2	1
	19%	34%	26%	14%	5%	22%	25%	18%	14%	9%
Other Attorneys	1	1	-	-	-	1	-	-	-	-
	0%	2%	-	-	-	1%	-	-	-	-
Principal and other Attorneys	47	4	6	15	16	11	9	7	6	3
	22%	7%	18%	34%	41%	14%	20%	25%	43%	27%

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TABLE 17. Professional Expenses

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
EMPLOYER-PAID BAR DUES										
Principal Attorney	74	28	17	14	2	39	18	9	1	-
	35%	50%	50%	32%	5%	49%	41%	32%	7%	-
Principal and other Attorneys	72	5	8	22	25	15	16	11	10	9
	34%	9%	24%	50%	64%	19%	36%	39%	71%	82%
EMPLOYER-PAID BAR/COURT ADMISSION FEES										
Principal Attorney	48	18	11	10	1	23	13	6	1	1
	23%	32%	32%	23%	3%	29%	30%	21%	7%	9%
Principal and other Attorneys	54	5	8	15	15	13	10	8	7	6
	26%	9%	24%	34%	38%	16%	23%	29%	50%	55%
PAID ATTENDANCE AT NACUA ANNUAL CONFERENCE										
Principal Attorney	98	43	21	13	3	49	23	10	2	-
	46%	77%	62%	30%	8%	62%	52%	36%	14%	-
Principal and other Attorneys	98	7	11	29	35	22	19	17	12	11
	46%	13%	32%	66%	90%	28%	43%	61%	86%	100%
PAID ATTENDANCE AT NACUA CLE PROGRAMS										
Principal Attorney	86	36	19	13	3	43	22	11	1	-
	41%	64%	56%	30%	8%	54%	50%	39%	7%	-
Principal and other Attorneys	94	6	11	29	34	21	20	15	13	11
	45%	11%	32%	66%	87%	27%	45%	54%	93%	100%
PAID ATTENDANCE AT OTHER LEGAL SEMINARS										
Principal Attorney	93	42	21	13	3	48	23	11	1	-
	44%	75%	62%	30%	8%	61%	52%	39%	7%	-
Principal and other Attorneys	100	8	9	29	35	22	19	16	13	11
	47%	14%	26%	66%	90%	28%	43%	57%	93%	100%

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TABLE 18. Other Benefits

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
AUTOMOBILE/AUTOMOBILE ALLOWANCE										
Principal Attorney	30	6	4	3	12	7	4	2	2	3
	14%	11%	12%	7%	31%	9%	9%	7%	14%	27%
Other Attorneys	4	3	-	1	-	2	2	-	-	-
	2%	5%	-	2%	-	3%	5%	-	-	-
Principal and other Attorneys	4	-	2	2	-	2	2	-	-	-
	2%	-	6%	5%	-	3%	5%	-	-	-
ATHLETIC OR COUNTRY CLUB MEMBERSHIP										
Principal Attorney	9	2	2	1	2	4	2	1	1	-
	4%	4%	6%	2%	5%	5%	5%	4%	7%	-
Other Attorneys	4	3	-	1	-	2	2	-	-	-
	2%	5%	-	2%	-	3%	5%	-	-	-
CIVIC OR LUNCHEON CLUB MEMBERSHIP										
Principal Attorney	9	1	1	2	4	3	2	1	-	1
	4%	2%	3%	5%	10%	4%	5%	4%	-	9%
Other Attorneys	4	3	-	1	-	2	2	-	-	-
	2%	5%	-	2%	-	3%	5%	-	-	-
Principal and other Attorneys	2	-	-	2	-	1	-	1	-	-
	1%	-	-	5%	-	1%	-	4%	-	-
BOOKS AND PERIODICALS ALLOWANCE										
Principal Attorney	75	33	17	9	-	40	16	6	1	-
	36%	59%	50%	20%	-	51%	36%	21%	7%	-
Principal and other Attorneys	40	7	6	14	9	10	8	6	4	2
	19%	13%	18%	32%	23%	13%	18%	21%	29%	18%
BUSINESS TRAVEL INSURANCE										
Principal Attorney	17	5	4	4	-	7	3	4	-	-
	8%	9%	12%	9%	-	9%	7%	14%	-	-
Other Attorneys	4	3	-	1	-	2	2	-	-	-
	2%	5%	-	2%	-	3%	5%	-	-	-
Principal and other Attorneys	31	4	3	9	12	6	6	5	2	4
	15%	7%	9%	20%	31%	8%	14%	18%	14%	36%
FREE TUITION FOR DEPENDENTS										
Principal Attorney	46	28	8	5	-	30	6	5	-	-
	22%	50%	24%	11%	-	38%	14%	18%	-	-
Other Attorneys	1	1	-	-	-	1	-	-	-	-
	0%	2%	-	-	-	1%	-	-	-	-
Principal and other Attorneys	39	1	9	13	11	16	9	5	4	2
	18%	2%	26%	30%	28%	20%	20%	18%	29%	18%

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TABLE 18. Other Benefits *(continued)*

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
FREE TUITION FOR EMPLOYEES										
Principal Attorney	54	29	10	6	-	32	11	6	1	-
	26%	52%	29%	14%	-	41%	25%	21%	7%	-
Other Attorneys	2	1	-	-	1	1	-	-	-	1
	1%	2%	-	-	3%	1%	-	-	-	9%
Principal and other Attorneys	51	3	10	16	15	16	11	8	5	5
	24%	5%	29%	36%	38%	20%	25%	29%	36%	45%
DISCOUNTED TUITION FOR DEPENDENTS										
Principal Attorney	23	9	5	2	1	11	5	5	-	-
	11%	16%	15%	5%	3%	14%	11%	18%	-	-
Other Attorneys	4	3	-	1	-	2	2	-	-	-
	2%	5%	-	2%	-	3%	5%	-	-	-
Principal and other Attorneys	27	1	2	8	11	6	7	3	3	4
	13%	2%	6%	18%	28%	8%	16%	11%	21%	36%
Percent paid by dependent										
Number Reporting	27	6	3	9	5	8	6	5	0	4
Average percent	*42%*	*38%*	*50%*	*44%*	*41%*	*36%*	*34%*	*55%*	-	*44%*
Median	*49%*	*40%*	*50%*	*50%*	*49%*	*40%*	*40%*	*51%*	-	*49%*
DISCOUNTED TUITION FOR EMPLOYEES										
Principal Attorney	19	8	3	4	1	8	4	3	-	-
	9%	14%	9%	9%	3%	10%	9%	11%	-	-
Other Attorneys	4	3	-	1	-	2	2	-	-	-
	2%	5%	-	2%	-	3%	5%	-	-	-
Principal and other Attorneys	22	1	1	7	8	4	7	3	3	2
	10%	2%	3%	16%	21%	5%	16%	11%	21%	18%
Percent paid by employee										
Number Reporting	17	3	2	6	3	2	5	3	0	1
Average percent	*42%*	*42%*	*30%*	*44%*	*59%*	*38%*	*28%*	*50%*	-	*50%*
Median	*50%*	*49%*		*50%*	*53%*		*15%*	*50%*	-	
LOW-COST OR SUBSIDIZED CHILD CARE										
Principal Attorney	8	6	-	1	-	5	3	-	-	-
	4%	11%	-	2%	-	6%	7%	-	-	-
Other Attorneys	2	1	-	1	-	1	1	-	-	-
	1%	2%	-	2%	-	1%	2%	-	-	-
Principal and other Attorneys	15	-	2	5	6	4	5	3	1	-
	7%	-	6%	11%	15%	5%	11%	11%	7%	-
SUBSIDIZED HOUSING										
Principal Attorney	1	-	1	-	-	-	1	-	-	-
	0%	-	3%	-	-	-	2%	-	-	-
Other Attorneys	4	3	-	1	-	2	2	-	-	-
	2%	5%	-	2%	-	3%	5%	-	-	-
Principal and other Attorneys	2	-	-	-	1	-	-	-	-	1
	0%	-	-	-	3%	-	-	-	-	9%

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TABLE 19. Professional Liability Insurance

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	211	56	34	44	39	79	44	28	14	11
IS PROFESSIONAL LIABILITY (MALPRACTICE) INSURANCE PROVIDED?										
Principal Attorney	42	16	12	9	-	19	11	8	1	-
	20%	29%	35%	20%	-	24%	25%	29%	7%	-
Principal and other Attorneys	75	13	8	17	26	21	16	13	7	6
	36%	23%	24%	39%	67%	27%	36%	46%	50%	55%
How insured?										
Commercially insured	45	15	9	9	6	20	13	9	1	-
	21%	27%	26%	20%	15%	25%	30%	32%	7%	-
Self-insured	61	10	8	16	17	15	12	12	6	4
	29%	18%	24%	36%	44%	19%	27%	43%	43%	36%
Is outside practice covered?										
Principal Attorney	3	1	1	1	-	2	-	-	-	-
	1%	2%	3%	2%	-	3%	-	-	-	-
Other Attorneys	5	3	1	1	-	2	2	-	1	-
	2%	5%	3%	2%	-	3%	5%	-	7%	-
Principal and other Attorneys	6	1	1	2	2	2	1	1	1	-
	3%	2%	3%	5%	5%	3%	2%	4%	7%	-

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Section VI. Characteristics of Outside Counsels

The 55 attorneys—among the 285 survey respondents—who serve as outside counsel for higher education institutions represent a variety of sizes of law firms, ranging from 1-2 attorneys to large firms with dozens of partners. Only 23 of these 55 attorneys reported current fund expenditures for their NACUA member client institution. Twenty-two of the 23 represent institutions with current fund expenditures less than $100 million, suggesting that smaller institutions are less likely to have an in-house principal attorney.

Other characteristics of outside counsels are:

- Forty-five percent, 25 of 55 outside counsels, are in firms that serve only one higher education client on a regular basis. Another 36 percent of the firms represented in the response reported 2-4 higher education clients and 15 percent reported 5 or more higher education clients. Table 20 describes these characteristics.
- The average hourly billing rate of the principal attorney participating in the survey is $170. One-half of these 55 attorneys bill $158 per hour or more. Partners who provide services to higher education clients—in the 31 law firms reported—bill an average of $184 per hour. Associates, in 28 firms reported, bill their higher education clients an average of $138 per hour.
- 1998 billings to the higher education institutions represented to the survey vary widely among the 42 principal attorneys who estimated these billings. Neither the average, $100,395, nor the median, $49,900, is a good representation of these diverse amounts. Sixteen percent of the institutions reported were billed less than $25,000. Another 16 percent were billed more than $125,000. Another 25 percent were billed between $25,000 and $50,000; another 18 percent were billed $50,001-$125,000. Thirteen attorneys, 24 percent of this small sample, did not report estimated billings.

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TABLE 20. Size and Experience of Outside Counsel's Law Firm

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	55	22	0	1	0	10	1	1	1	0
HOW MANY ATTORNEYS ARE EMPLOYED BY THIS FIRM?										
Fewer than 3	12	6	-	-	-	5	1	-	-	-
	22%	27%	-	-	-	50%	100%	-	-	-
3-10	14	4	-	-	-	3	-	-	1	-
	25%	18%	-	-	-	30%	-	-	100%	-
11-40	15	8	-	1	-	1	-	1	-	-
	27%	36%	-	100%	-	10%	-	100%	-	-
41 or more	13	4	-	-	-	1	-	-	-	-
	24%	18%	-	-	-	10%	-	-	-	-
Average attorneys	*35*	*26*	-	*12*	-	*8*	*1*	*12*	*8*	-
Median	*11*	*11*	-		-	*2*				-
Not reported	1	-	-	-	-	-	-	-	-	-
	2%	-	-	-	-	-	-	-	-	-
HOW MANY ATTORNEYS PROVIDE LEGAL SERVICES TO HIGHER EDUCATION CLIENTS?										
1 attorney	8	5	-	-	-	5	-	-	-	-
	15%	23%	-	-	-	50%	-	-	-	-
2 attorneys	6	4	-	-	-	-	-	-	-	-
	11%	18%	-	-	-	-	-	-	-	-
3 attorneys	5	1	-	-	-	2	-	-	-	-
	9%	5%	-	-	-	20%	-	-	-	-
4 attorneys	2	2	-	-	-	-	-	-	-	-
	4%	9%	-	-	-	-	-	-	-	-
5 or more	14	4	-	-	-	-	-	-	-	-
	25%	18%	-	-	-	-	-	-	-	-
Average	*5*	*3*	-	-	-	*2*	-	-	-	-
Median	*3*	*2*	-	-	-	*1*	-	-	-	-
Not reported	20	6	-	1	-	3	1	1	1	-
	36%	27%	-	100%	-	30%	100%	100%	100%	-
HOW MANY YEARS OF HIGHER EDUCATION LEGAL EXPERIENCE DOES EACH OF THESE ATTORNEYS HAVE?										
First attorney										
Number Reporting	51	19	0	1	0	10	1	1	1	0
Average years	*22*	*24*	-	*28*	-	*20*	*30*	*28*	*35*	-
Median	*23*	*25*	-		-	*22*				-

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TABLE 20. Size and Experience of Outside Counsel's Law Firm *(continued)*

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	55	22	0	1	0	10	1	1	1	0
HOW MANY YEARS OF HIGHER EDUCATION LEGAL EXPERIENCE DOES EACH OF THESE ATTORNEYS HAVE?										
Second attorney										
Number Reporting	34	12	0	1	0	2	0	1	1	0
Average years	*17*	*14*	–	*11*	–	*15*	–	*11*	*20*	–
Median	*20*	*10*	–		–		–			–
Third attorney										
Number Reporting	24	6	0	1	0	2	0	1	1	0
Average years	*15*	*16*	–	*22*	–	*10*	–	*22*	*20*	–
Median	*17*	*18*	–		–		–			–
Fourth attorney										
Number Reporting	17	5	0	1	0	0	0	1	0	0
Average years	*12*	*14*	–	*14*	–	–	–	*14*	–	–
Median	*10*	*10*	–		–	–	–		–	–
Fifth attorney										
Number Reporting	14	3	0	1	0	0	0	1	0	0
Average years	*9*	*12*	–	*2*	–	–	–	*2*	–	–
Median	*7*	*10*	–		–	–	–		–	–
HIGHER EDUCATION CLIENTS SERVED ON A REGULAR BASIS										
1 client	25	11	–	1	–	7	1	1	1	–
	45%	50%	–	100%	–	70%	100%	100%	100%	–
2 clients	9	5	–	–	–	3	–	–	–	–
	16%	23%	–	–	–	30%	–	–	–	–
3 clients	9	1	–	–	–	–	–	–	–	–
	16%	5%	–	–	–	–	–	–	–	–
4 clients	2	1	–	–	–	–	–	–	–	–
	4%	5%	–	–	–	–	–	–	–	–
5 or more clients	8	3	–	–	–	–	–	–	–	–
	15%	14%	–	–	–	–	–	–	–	–
Average clients	*3*	*2*	–	*1*	–	*1*	*1*	*1*	*1*	–
Median	*2*	*1*	–		–	*1*				–
Not reported	2	1	–	–	–	–	–	–	–	–
	1%	5%	–	–	–	–	–	–	–	–

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TABLE 21. Billing Rates of Outside Counsel's Firm

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	55	22	0	1	0	10	1	1	1	0
AVERAGE HOURLY BILLING RATE OF PRINCIPAL ATTORNEY										
Less than $135	13	6	-	-	-	4	1	-	1	-
	24%	27%	-	-	-	40%	100%	-	100%	-
$135-$150	14	6	-	1	-	4	-	1	-	-
	25%	27%	-	100%	-	40%	-	100%	-	-
$151-$200	16	5	-	-	-	2	-	-	-	-
	29%	23%	-	-	-	20%	-	-	-	-
More than $200	11	4	-	-	-	-	-	-	-	-
	20%	18%	-	-	-	-	-	-	-	-
Average hourly rate	*$170*	*$166*	-	*$145*	-	*$142*	*$115*	*$145*	*$125*	-
Median	*$158*	*$150*	-		-	*$145*				-
Not reported	1	1	-	-	-	-	-	-	-	-
	2%	5%	-	-	-	-	-	-	-	-
PARTNERS WHO SERVE HIGHER EDUCATION CLIENTS										
Number Reporting	31	11	0	0	0	2	0	0	1	0
Average hourly rate	*$184*	*$192*	-	-	-	*$125*	-	-	*$125*	-
Median	*$175*	*$190*	-	-	-		-	-		-
ASSOCIATES WHO SERVE HIGHER EDUCATION CLIENTS										
Number Reporting	28	10	0	1	0	2	0	1	0	0
Average hourly rate	*$138*	*$139*	-	*$120*	-	*$90*	-	*$120*	-	-
Median	*$128*	*$143*	-		-		-		-	-
ESTIMATED 1998 BILLINGS FOR LEGAL SERVICES TO INSTITUTION BEING SURVEYED										
Less than $25,000	9	5	-	-	-	1	-	-	1	-
	16%	23%	-	-	-	10%	-	-	100%	-
$25,000-$50,000	14	6	-	-	-	5	-	-	-	-
	25%	27%	-	-	-	50%	-	-	-	-
$50,001-$125,000	10	4	-	-	-	2	1	-	-	-
	18%	18%	-	-	-	20%	100%	-	-	-
More than $125,000	9	2	-	1	-	-	-	1	-	-
	16%	9%	-	100%	-	-	-	100%	-	-
Average 1998 billings	*$100,395*	*$90,176*	-	*$265,000*	-	*$44,000*	*$60,000*	*$265,000*	*$14,000*	-
Median	*$49,900*	*$35,000*	-		-	*$35,500*				-
Not reported	13	5	-	-	-	2	-	-	-	-
	24%	23%	-	-	-	20%	-	-	-	-

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VII. Characteristics of Participating Institutions

There is a strong relationship between principal attorney annual salary and the institution's current fund expenditures, and between principal attorney salary and student enrollment. As current fund expenditures increase from less than $40 million to more than $600 million, principal attorney average annual salary increases from less than $85,000 to more than $158,000. As student enrollment increases from fewer than 10,000 to more than 30,000, principal attorney average salary increases from $92,000 to more than $144,000.

These two independent variables, most strongly associated with principal attorney average salary, were selected to illustrate other survey responses, as well. The tables in this section, and in sections III, IV, V, and VI, describe survey responses by four categories of current fund expenditures and by five categories of student enrollment.

As might be expected, larger institutions are more likely to have a full-time employee as principal attorney. Smaller institutions—judging from the number of outside counsel who were able to report current fund expenditures—are more likely to have an outside counsel as their principal attorney. Smaller institutions are also more likely to have a part-time employee as principal attorney or an employee of the state (for example, the attorney general's office) as their principal attorney. Table 22 illustrates these relationships.

Among the 208 institutions for which current fund expenditures were reported, one-half anticipate fiscal year 1999 expenditures of $144.5 million or more. Average fund expenditures, skewed by a relatively small number of larger institutions, exceed $400 million. Fund expenditures average $128 million among institutions with fewer than 10,000 students, $353 million among institutions with 10,000 to 15,999 students, $395 million among institutions with 16,000 to 24,999 students, $985 million among institutions with 25,000 to 29,999 students, and $1.129 billion among 12 institutions with 30,000 or more students. Enrollment is not reported for state-wide system offices, only for individual higher education institutions, so the reported enrollments are for individual colleges and universities.

Among 211 principal attorneys who are employed full-time by a college or university, 82 percent reported their institution's current fund expenditures. Among those reporting current fund expenditures, 23 percent work for institutions with expenditures of $600 million or more, 25 percent work for institutions with expenditures between $200 and $599 million, and 20 percent work for colleges and universities with expenditures between $100 million and $199 million. Another 20 percent work for institutions with current fund expenditures of $40 to $99.9 million and the remaining 13 percent work for institutions with expenditures less than $40 million. Table 23 illustrates the relationship between current fund expenditures and student enrollment, and reports the number of full-time principal attorneys in each category of current fund expenditures.

Among the 212 institutions reporting affiliation, 60 percent, or 127, are public institutions. These public institutions include 35 system offices, which typically administer state-wide multicampus college and university systems. Highest degree, enrollment, and tuition are not reported for these system offices. Measured by enrollment, the largest colleges and universities represented in the survey are primarily public institutions.

Public institutions represent 45 percent of all 285 survey responses. Independent, private colleges and universities represent at least 16 percent of all survey responses. Colleges and universities affiliated with the Roman Catholic Church represent at least 6 percent of all responses. Institutions affiliated with other churches and religions represent at least 7 percent of all responses.

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Among identifiable institutions represented in the survey, 153 of 237 (64 percent) have a Carnegie code that identifies them as public institutions or system offices. All but four of the 27 institutions with enrollments of 25,000 or more are public colleges and universities. The majority of degree-granting institutions represented in the survey, 123 of 203, award the Ph.D. or an equivalent degree. Table 24 illustrates relationships between current fund expenditures and student enrollment, affiliation, Carnegie classification, and highest degree offered.

Almost one-half of identifiable colleges and universities represented in the survey—97 of 203—enroll fewer than 10,000 students. Thirty-nine percent enroll between 10,000 and 24,999 students. The remaining 13 percent enroll 25,000 or more students.

As with enrollment, there is a strong relationship between tuition and principal attorney pay. The principal attorney's annual salary increases from $90,500 among colleges and universities that charge tuition of less than $2,500 to more than $166,000 among colleges and universities that charge tuition of $20,000 or more. At one-fourth of identified colleges and universities, annual tuition is less than $2,500. Tuition ranges from $2,500 to $4,999 at another 30 percent of these institutions and from $5,000 to $19,999 at another 33 percent. Tuition is $20,000 or more at the remaining 12 percent of identified colleges and universities.

Thirty-eight percent of responses are from states in the geographically diverse area covered by the North Central Association of Colleges and Schools. Another 25 percent of responses are from states whose institutions are accredited by the Southern Association of Colleges and Schools. More than one-half, 53 percent, of colleges and universities with enrollments between 16,000 and 24,999 are in the North Central region. There is no other clustering of any particular size or type of institution within accrediting region. Due to the variety of sizes and types of institutions within each region, principal attorney salary does not appear to be explained by or associated with region. Table 25 illustrates relationships between current fund expenditures, student enrollment, annual tuition, and accreditation region.

An alphabetical list of the institutions and system offices whose principal attorney employees responded to the survey follows table 25. With a few exceptions, institutions represented by outside counsel were not identified to the survey and are not included in this list.

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TABLE 22. Principal Attorney's Relationship to Represented Institution

	Total Survey	Current Fund Expenditures (Millions)				Student Enrollment				
		Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	285	83	37	46	41	97	47	32	15	12
Full-time in-house principal attorney employed by institution	211	56	34	44	39	79	44	28	14	11
	74%	67%	92%	96%	95%	81%	94%	88%	93%	92%
In-house principal attorney employed by state government	12	3	2	-	2	2	2	2	-	1
	4%	4%	5%	-	5%	2%	4%	6%	-	8%
Part-time in-house principal attorney employed by institution	7	3	1	1	-	6	-	1	-	-
	2%	4%	3%	2%	-	6%	-	3%	-	-
Outside counsel	55	21	-	1	-	10	1	1	1	-
	19%	25%	-	2%	-	10%	2%	3%	7%	-
Are you the primary representative to NACUA?										
Yes	263	79	34	39	38	90	44	26	14	10
	92%	95%	92%	85%	93%	93%	94%	81%	93%	83%
No	18	3	3	6	3	6	2	5	1	2
	6%	4%	8%	13%	7%	6%	4%	16%	7%	17%
Not reported	4	1	-	1	-	1	1	1	-	-
	1%	1%	-	2%	-	1%	2%	3%	-	-

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TABLE 23. Current Fund Expenditures of Surveyed Institutions

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	285	84	37	46	41	97	47	32	15	12
FISCAL YEAR 1999 CURRENT FUND EXPENDITURES										
Less than $40 million	42	42	-	-	-	22	1	2	-	-
	15%	50%	-	-	-	23%	2%	6%	-	-
$40–$99.9 million	42	42	-	-	-	28	9	-	-	-
	15%	50%	-	-	-	29%	19%	-	-	-
$100–$199 million	37	-	37	-	-	14	16	5	-	-
	13%	-	100%	-	-	14%	34%	16%	-	-
$200–$599 million	46	-	-	46	-	8	8	17	3	1
	16%	-	-	100%	-	8%	17%	53%	20%	8%
$600 million or more	41	-	-	-	41	2	7	5	10	7
	14%	-	-	-	100%	2%	15%	16%	67%	58%
Average (millions)	*$424.1*	*$43.5*	*$143.0*	*$333.1*	*$1,559.5*	*$128.3*	*$353.0*	*$395.1*	*$984.6*	*$1,128.8*
Median (millions)	*$144.5*	*$39.5*	*$140.0*	*$306.0*	*$1,124.0*	*$67.5*	*$173.0*	*$300.0*	*$720.0*	*$1,140.5*
Not reported	77	-	-	-	-	23	6	3	2	4
	27%	-	-	-	-	24%	13%	9%	13%	33%
COLLEGE AND UNIVERSITY EMPLOYERS OF FULL-TIME PRINCIPAL ATTORNEYS										
Number Reporting	211	56	34	44	39	79	44	28	14	11
Less than $40 million	22	22	-	-	-	15	1	2	-	-
	10%	39%	-	-	-	19%	2%	7%	-	-
$40–99.9 million	34	34	-	-	-	25	6	-	-	-
	16%	61%	-	-	-	32%	14%	-	-	-
$100–$199 million	34	-	34	-	-	13	16	3	-	-
	16%	-	100%	-	-	16%	36%	11%	-	-
$200–$599 million	44	-	-	44	-	8	8	15	3	1
	21%	-	-	100%	-	10%	18%	54%	21%	9%
$600 million or more	39	-	-	-	39	2	7	5	10	6
	18%	-	-	-	100%	3%	16%	18%	71%	55%
Not reported	38	-	-	-	-	16	6	3	1	4
	18%	-	-	-	-	20%	14%	11%	7%	36%

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TABLE 24. Affiliation, Carnegie Classification, and Highest Degree Granted

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	285	84	37	46	41	97	47	32	15	12
AFFILIATION										
State	127	33	20	28	19	37	32	26	13	10
	45%	39%	54%	61%	46%	38%	68%	81%	87%	83%
Private	46	21	7	3	11	33	5	5	2	1
	16%	25%	19%	7%	27%	34%	11%	16%	13%	8%
Catholic	19	3	5	4	1	11	7	1	-	-
	7%	4%	14%	9%	2%	11%	15%	3%	-	-
All Others	20	9	3	2	1	16	3	-	-	1
	7%	11%	8%	4%	2%	16%	6%	-	-	8%
Not any/not reported	73	18	2	9	9	-	-	-	-	-
	26%	21%	5%	20%	22%	-	-	-	-	-
CARNEGIE CODE										
Research, public	37	1	-	13	16	2	5	13	8	9
	13%	1%	- -	28%	39%	2%	11%	41%	53%	75%
All other public	81	28	20	15	2	35	27	13	5	1
	28%	33%	54%	33%	5%	36%	57%	41%	33%	8%
Research, private	23	2	2	2	13	6	8	5	2	2
	8%	2%	5%	4%	32%	6%	17%	16%	13%	17%
All other private	61	30	13	7	-	53	7	1	-	-
	21%	36%	35%	15%	-	55%	15%	3%	-	-
System office	35	6	2	8	10	-	-	-	-	-
	12%	7%	5%	17%	24%	-	-	-	-	-
Not any/not reported (mostly outside counsels)	48	17	-	1	-	1	-	-	-	-
	17%	20%	-	2%	-	1%	-	-	-	-
HIGHEST DEGREE GRANTED										
Doctorate	123	17	22	34	30	36	34	29	12	12
	43%	20%	59%	74%	73%	37%	72%	91%	80%	100%
Masters	49	27	10	1	1	39	9	-	1	-
	17%	32%	27%	2%	2%	40%	19%	-	7%	-
Baccalaureate	13	8	1	-	-	13	-	-	-	-
	5%	10%	3%	-	-	13%	-	-	-	-
Two-Year Associate	18	10	2	2	-	9	4	3	2	-
	6%	12%	5%	4%	-	9%	9%	9%	13%	-
Not any/not reported	82	22	2	9	10	-	-	-	-	-
	29%	26%	5%	20%	24%	-	-	-	-	-

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TABLE 25. Enrollment, Tuition, and Accreditation Region

		Current Fund Expenditures (Millions)				Student Enrollment				
	Total Survey	Less than $100	$100–$199	$200–$599	$600 or more	Fewer than 10,000	10,000–15,999	16,000–24,999	25,000–29,999	30,000 or more
Number Reporting	285	84	37	46	41	97	47	32	15	12
ENROLLMENT										
Less than 10,000	97	50	14	8	2	97	-	-	-	-
	34%	60%	38%	17%	5%	100%	-	-	-	-
10,000–15,999	47	10	16	8	7	-	47	-	-	-
	16%	12%	43%	17%	17%	-	100%	-	-	-
16,000–24,999	32	2	5	17	5	-	-	32	-	-
	11%	2%	14%	37%	12%	-	-	100%	-	-
25,000–29,999	15	-	-	3	10	-	-	-	15	-
	5%	-	-	7%	24%	-	-	-	100%	-
30,000 or more	12	-	-	1	7	-	-	-	-	12
	4%	-	-	2%	17%	-	-	-	-	100%
Not any/not reported	82	22	2	9	10	-	-	-	-	-
	29%	26%	5%	20%	24%	-	-	-	-	-
ANNUAL TUITION										
Less than $2,500	50	16	9	8	6	18	13	8	6	5
	18%	19%	24%	17%	15%	19%	28%	25%	40%	42%
$2,500–$4,999	61	13	11	17	10	14	19	17	6	5
	21%	15%	30%	37%	24%	14%	40%	53%	40%	42%
$5,000–$19,999	67	27	13	10	2	55	7	3	1	1
	24%	32%	35%	22%	5%	57%	15%	9%	7%	8%
$20,000 or more	25	6	2	2	13	10	8	4	2	1
	9%	7%	5%	4%	32%	10%	17%	13%	13%	8%
Not any/not reported	82	22	2	9	10	-	-	-	-	-
	29%	26%	5%	20%	24%	-	-	-	-	-
ACCREDITATION REGION										
New England	23	10	2	6	2	11	1	2	1	-
	8%	12%	5%	13%	5%	11%	2%	6%	7%	-
Middle States	52	18	9	3	9	20	8	4	1	2
	18%	21%	24%	7%	22%	21%	17%	13%	7%	17%
Southern	70	20	7	10	10	27	12	6	4	3
	25%	24%	19%	22%	24%	28%	26%	19%	27%	25%
North Central	108	27	16	23	12	29	20	17	6	5
	38%	32%	43%	50%	29%	30%	43%	53%	40%	42%
Northwest	15	4	2	4	2	3	5	1	1	2
	5%	5%	5%	9%	5%	3%	11%	3%	7%	17%
Western	17	5	1	-	6	7	1	2	2	-
	6%	6%	3%	-	15%	7%	2%	6%	13%	-

Alphabetical List of Institutions Represented by Survey Participants

Abilene Christian University (TX)
Adelphi University (NY)
Alabama Postsecondary Education Department (AL)
American University (DC)
Appalachian State University (NC)
Arizona State University (AZ)
Auburn University (AL)
Ball State University (IN)
Barnard College (NY)
Baylor University (TX)
Belhaven College (MS)
Belmont University (TN)
Biola University (CA)
Board of Regents of Oklahoma Colleges (OK)
Boise State University (ID)
Boston College (MA)
Boston University (MA)
Bowling Green State University (OH)
Brandeis University (MA)
Brevard Community College (FL)
Brigham Young University (UT)
Bryn Mawr College (PA)
Bucknell University (PA)
California State University-Long Beach (CA)
Capital University (OH)
Central Michigan University (MI)
Central Missouri State University (MO)
Clark Atlanta University (GA)
Clemson University (SC)
Cleveland State University (OH)
Coastal Carolina University (SC)
College of Charleston (SC)
College of Southern Idaho (ID)
Colorado College (CO)
Colorado School of Mines (CO)
Colorado State University (CO)
Commonwealth International University (CO)
Cornell University (NY)
Creighton University (NE)
Cuyahoga Community College (OH)
Eastern Illinois University (IL)
Eastern Kentucky University (KY)
Eastern Michigan University (MI)
Elizabeth City State University (NC)
Embry-Riddle Aeronautical University (FL)
Emory University (GA)
Fairleigh Dickinson University (NJ)
Fayetteville State University (NC)
Ferris State University (MI)
Fisher College (MA)
Florida International University (FL)
Fordham University (NY)
Framingham State College (MA)
Franciscan University of Steubenville (OH)
Frostburg State University (MD)
Gateway Technical College (WI)
Georgetown University (DC)
Gonzaga University (WA)
Gordon College (MA)
Goucher College (MD)
Grand Valley State University (MI)
Harding University Main Campus (AR)
Harvard University (MA)
Hastings College of the Law (CA)
Hillsborough Community College (FL)
Houston Baptist University (TX)
Howard Hughes Medical Institute (MD)
Idaho State University (ID)
Illinois Institute of Technology (IL)
Indian River Community College (FL)
Indiana State University (IN)
Indiana University at Bloomington (IN)
Iowa State University (IA)
Ithaca College (NY)
James Madison University (VA)
Jewish Theological Seminary of America (NY)
John Carroll University (OH)
Johns Hopkins University (MD)
Kansas Board of Regents (KS)
Kansas State University (KS)
Kean University (NJ)
Keller Graduate School of Management (IL)
Kellogg Community College (MI)
Lake Erie College of Osteopathic Medicine (PA)
Lakeland College (WI)
Lawrence University of Wisconsin (WI)
Lincoln University (MO)
Long Island University Administration (NY)
Los Angeles County Museum of Art (CA)
Los Rios Community College District Office (CA)
Loyola University of Chicago (IL)
Maine Technical College System (ME)
Maricopa County Community College District Office (AZ)
Marquette University (WI)
Maryland Higher Education Commission (MD)
Massachusetts Board of Higher Education (MA)
Massachusetts Institute of Technology (MA)

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Medical College of Georgia (GA)
Medical University of South Carolina (SC)
Mercer University (GA)
Miami University (OH)
Michigan State University (MI)
Middle Tennessee State University (TN)
Middlesex Community College (MA)
Millsaps College (MS)
Milwaukee Area Technical College (WI)
Mississippi State University (MS)
Missouri Coordinating Board for Higher Education (MO)
Monmouth University (NJ)
Monroe Community College (NY)
Montana University System Office (MT)
Nassau Community College (NY)
National Collegiate Athletic Association (KS)
New England Institute of Technology (RI)
New Jersey Institute of Technology (NJ)
New York Institute of Technology Main Campus—
Old Westbury (NY)
New York University (NY)
Newberry College (SC)
North Carolina Central University (NC)
North Carolina State University (NC)
North Dakota State University Main Campus (ND)
Northeastern Ohio Universities College of Medicine (OH)
Northeastern University (MA)
Northern Illinois University (IL)
Northern Kentucky University (KY)
Northland Pioneer College (AZ)
Northwestern University (IL)
Norwich University (VT)
Oakland University (MI)
Ohio University Main Campus (OH)
Oklahoma State Regents for Higher Education (OK)
Oklahoma State University Main Campus (OK)
Oregon State University (OR)
Princeton University (NJ)
Rice University (TX)
Richland Community College (IL)
Rose-Hulman Institute of Technology (IN)
Saint John's University (NY)
Saint Louis Community College Center (MO)
Saint Louis University (MO)
Saint Mary's College of California (CA)
Saint Mary's University of Minnesota (MN)
Santa Fe Community College (FL)
School for International Training (VT)
Seton Hall University (NJ)
Shawnee State University (OH)
Shepherd College (WV)
Smithsonian Institution (DC)
South Dakota State Board of Regents System Office (SD)
Southern Illinois University (IL)
St. Mary's College of Maryland (MD)
Stanford University (CA)
State University of New York System Office (NY)
Stephen F. Austin State University (TX)
Suffolk County Community College
Ammerman Campus (NY)
Temple University (PA)
Tennessee Board of Regents Office (TN)
Texas A & M University System Office (TX)
Texas Southern University (TX)
Texas State Technical College-Waco/Marshall (TX)
The Catholic University of America (DC)
The George Washington University (DC)
The State Colleges in Colorado (CO)
The Texas State University System (TX)
The University of Akron, Main Campus (OH)
The University of Findlay (OH)
The University System of Maryland Headquarters (MD)
Thomas Aquinas College (CA)
Trident Technical College (SC)
Trinity International University-California Campus (CA)
Truman State University (MO)
University of Alabama System Office (AL)
University of Arizona (AZ)
University of California-San Diego (CA)
University of California System Office (CA)
University of Central Arkansas (AR)
University of Cincinnati Main Campus (OH)
University of Florida (FL)
University of Guam (GU)
University of Hawaii at Manoa (HI)
University of Houston System (TX)
University of Idaho (ID)
University of Iowa (IA)
University of Kansas Main Campus (KS)
University of Kentucky (KY)
University of Maine System Office (ME)
University of Maryland Baltimore (MD)
University of Maryland Baltimore County (MD)
University of Maryland College Park (MD)
University of Medicine and Dentistry of New Jersey (NJ)
University of Minnesota-Twin Cities (MN)
University of Missouri System Administration (MO)
University of Nebraska (NE)
University of New Mexico Main Campus (NM)
University of North Alabama (AL)
University of North Carolina at Charlotte (NC)
University of North Carolina at Greensboro (NC)
University of North Carolina at Wilmington (NC)
University of North Dakota Main Campus (ND)
University of North Florida (FL)
University of North Texas (TX)
University of Northern Colorado (CO)
University of Northern Iowa (IA)
University of Notre Dame (IN)
University of San Francisco (CA)

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University of Scranton (PA)
University of South Florida (FL)
University of Southern California (CA)
University of Tennessee University-Wide Administration Central Office (TN)
University of Texas Health Science Center at Houston (TX)
University of Texas System Office (TX)
University of the South (TN)
University of Toledo (OH)
University of Tulsa (OK)
University of Utah (UT)
University of Vermont (VT)
University of Washington—Seattle (WA)
University of West Florida (FL)
University of Wisconsin System Office (WI)
University of Wisconsin-Milwaukee (WI)
University of Wyoming (WY)
University System of Georgia System Office (GA)
University System of New Hampshire System Office (NH)
Utah State University (UT)
Vanderbilt University (TN)
Vermont State Colleges System Office (VT)
Villanova University (PA)
Virginia Commonwealth University (VA)
Virginia Polytechnic Institute and State University (VA)
Wake Forest University (NC)
Washburn University of Topeka (KS)
Washington and Lee University (VA)
Washington State Attorney General, Education Division (WA)
Washington University (MO)
West Virginia University (WV)
Western Kentucky University (KY)
Western Michigan University (MI)
Western New England College (MA)
Western Washington University (WA)
Westminster College of Salt Lake City (UT)
Wichita State University (KS)
William Mitchell College of Law (MN)
Wisconsin Technical College System Board (WI)
Wittenberg University (OH)

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1998 Compensation & Benefits Survey

This is a survey of the compensation and benefits received by university and college attorneys and their support staff. Results will be published by NACUA in early 1999. The report will allow colleges and universities to compare the compensation and benefits of their legal staff by size, type of institution, position, and years of legal experience. Only aggregate results will be reported. An independent research firm, Fetzer-Kraus, Inc., is conducting the survey for NACUA and will maintain the confidentiality of responses. No individual response will be reported or released in any manner, either to NACUA staff or to members of NACUA.

Please respond by January 15 to facilitate preparation of the results. Your prompt response will minimize additional costs to NACUA of follow-up letters. You may return this questionnaire in the enclosed postage-paid envelope. Thank you for participating.

I. Institution Characteristics

Please correct the label below if it does not correctly state this institution's name and address and the name and title of the principal attorney to contact for further information regarding this institution's response.

_____

_____

_____

_____

What are the principal attorney's phone and fax numbers and E-mail address?

Phone _____ Fax _____ E-mail _____

Are you the primary representative to NACUA?

☐ Yes ☐ No *If no, what is your title?* _____

1. What is this institution's fiscal year 1999 current fund expenditures? $_____

2. What is the employment relationship between this institution and its principal attorney? *Check one best response.*

- ☐ Principal attorney is a full-time employee of the institution
- ☐ Principal attorney is a full-time employee of the state or local government that sponsors/supports the institution
- ☐ Principal attorney is a part-time employee of the institution, but considered in-house counsel
- ☐ Principal attorney is retained by the institution as outside counsel

If principal attorney is an outside counsel, complete question 3. Otherwise, skip to Section II.

3. How many attorneys are employed by the law firm to which the outside counsel belongs? How many of these attorneys regularly provide legal services to higher education clients other than this surveyed institution?

_____ total attorneys _____ attorneys provide services to other higher education clients

How many years of higher education legal experience does each of these attorneys have?

_____ years _____ years _____ years _____ years _____ years _____ years _____ years _____ years

How many higher education clients does this firm serve on a regular basis?

_____ higher education institutional clients

What is the average hourly billing rate of the principal attorney retained by this surveyed institution and of other attorneys in the firm who are retained by other higher education institutions? ***If retainer or fee-for-service, please estimate hourly rate.***

$_____ per hour for the principal attorney of the surveyed institution

$_____ per hour for partners who provide services to other higher education institutions

$_____ per hour for associates who provide services to other higher education institutions

What are this firm's estimated 1998 billings for legal services to the institution being surveyed?

$_____ estimated 1998 billings for legal services to this institution

II. Characteristics of the Principal Attorney

1. How many years has the principal attorney been employed or retained as counsel by this institution?
_____ years *Were all years as principal attorney?* ☐ Yes ☐ No *If no, how many as principal attorney?* _____

Is the principal attorney considered the top legal officer—the *general counsel*—for this institution?
☐ Yes ☐ No *If no, what is the title of the top legal officer?* _____

What are the primary responsibilities of the principal attorney? *Please briefly describe.*

_____

What is the title of the person to whom the principal attorney reports?

_____

How many years of legal experience, and specifically of higher education legal experience, does the principal attorney have?
_____ total years of legal experience _____ years of higher education legal experience

What are the demographic characteristics of the principal attorney?
☐ Male ☐ Female _____ years of age *Ethnicity:* ☐ African American ☐ Asian ☐ Caucasian ☐ Hispanic ☐ Other

2. What is the principal attorney's current annual rate of pay? *Report only pay received from the institution.*
$_____ *What date was this rate of pay effective?* _____

Does the principal attorney receive any variable cash compensation or incentive compensation (e.g., an annual bonus)?
☐ No ☐ Yes *If yes, what is the anticipated 1998 payment of variable and incentive compensation?* $_____

Does the principal attorney have any academic or other responsibilities with this institution (e.g., a teaching assignment)?
☐ No ☐ Yes *If yes, what are the responsibilities and duties in addition to the principal attorney position?*

_____

What portion, if any, of the current annual rate of pay is predicated on these additional responsibilities? $_____

What percent of principal attorney hours worked in the past year, on behalf of this institution, were spent in litigation?
☐ None ☐ Less than 10% ☐ 10–20% ☐ More than 20%

What is the principal attorney's legal specialty, if any? _____

3. Does the principal attorney's institutional representation include any of the following? *Check all that apply.*
☐ Hospital, medical school, or health services center
☐ Foundation; community service or charitable enterprise
☐ Research center providing services to government or private industry
☐ Other similar operations; please describe _____
☐ *None of the above*

4. What is the total legal staff of this institution, in each of the following job categories?

_____ Full-time attorneys _____ Part-time attorneys Law clerks: _____ full-time _____ part-time
_____ Full-time legal secretaries _____ Full-time paralegals _____ Other staff (full-time equivalents)

5. What outside activities do full-time attorney employees of this institution regularly pursue? *Check all activities that apply.*
☐ Private legal practice ☐ Teaching ☐ Arbitration/mediation ☐ Volunteer/pro bono ☐ None

If full-time attorneys engage in private practice, what financial or other restrictions does this institution impose?
☐ Salary value of weekly hours devoted to outside practice is deducted from pay
☐ Time off for outside practice is allowed only if charged to accrued vacation
☐ Time off for outside practice is allowed only if compensatory time is worked for this institution
☐ Outside practice is allowed only if done "sparingly;" conventional outside practice is not allowed
☐ None; no restrictions

What other restrictions apply? _____

III. Staff Compensation and Benefits

1. Report below the current annual salary of each full-time employee on this institution's legal staff. Job categories are preceded by a brief description of duties and responsibilities. **Match each employee to the best-fitting job category; attach an additional page or duplicate this page if necessary to report all staff.** *Do not report the principal attorney.*

Attorney III. Counsels and advises on more complex legal matters and projects. Assists principal attorney or top legal officer. May be responsible for a specific legal area. May provide work guidance to less experienced attorneys. Typically requires 7 or more years experience as an attorney.

Annual Salary[1]	Years of Legal Experience	Gender (M/F)	Ethnicity[2]
$_____	_____	_____	_____
$_____	_____	_____	_____
$_____	_____	_____	_____

Any part-time employees in this position? ☐ No

If yes, report their hourly rates of pay:

$___.___ $___.___ $___.___

1. Which attorney, if any, is deputy general counsel or equivalent rank? Place an asterisk beside the salary.
2. Refer to the categories under question 1, Section II, or describe as appropriate.

Attorney II. Assists more senior attorneys on a variety of legal projects. Works independently on less difficult assignments. Typically requires 3–7 years experience as an attorney.

Annual Salary	Years of Legal Experience	Gender (M/F)	Ethnicity
$_____	_____	_____	_____
$_____	_____	_____	_____
$_____	_____	_____	_____

Any part-time employees in this position? ☐ No

☐ No ☐ Yes *If yes, report their hourly rates of pay:*

$___.___ $___.___ $___.___

Attorney I. Entry-level attorney. Assists other attorneys in all aspects of legal work. Conducts legal research. Work is closely supervised. 0–3 years experience.

Annual Salary	Years of Legal Experience	Gender (M/F)	Ethnicity
$_____	_____	_____	_____
$_____	_____	_____	_____
$_____	_____	_____	_____

Any part-time employees in this position? ☐ No

☐ No ☐ Yes *If yes, report their hourly rates of pay:*

$___.___ $___.___ $___.___

Paralegal. Assists attorneys in legal research. Compiles information from sources such as Lexis and Westlaw. Assists in preparation of legal documents. Requires formal training and 1–3 years related experience.

Annual Salary	Years of Legal Experience	Gender (M/F)	Ethnicity
$_____	_____	_____	_____
$_____	_____	_____	_____
$_____	_____	_____	_____

Any part-time employees in this position? ☐ No

If yes, report their hourly rates of pay:

$___.___ $___.___ $___.___

Legal Secretary. Maintains correspondence. Documents files. Arranges appointments. Maintains schedules. Types legal documents. Requires knowledge of legal terminology and formats.

Annual Salary	Years of Related Experience	Gender (M/F)	Ethnicity
$_____	_____	_____	_____
$_____	_____	_____	_____
$_____	_____	_____	_____

Any part-time employees in this position? ☐ No

If yes, report their hourly rates of pay:

$___.___ $___.___ $___.___

2. What benefits and perquisites are routinely provided by this institution to the full-time attorneys in its legal office? ***Check each benefit and perquisite provided the principal attorney and other attorneys.***

	Principal Attorney	Other Attorneys	
Insurance & Health Care Benefits			
Life insurance	☐	☐	*Percent of premium paid by employer:* _____%
Accidental death & dismemberment insurance	☐	☐	*Percent of premium paid by employer:* _____%
Paid sick leave	☐	☐	
Short-term disability benefits	☐	☐	
Long-term disability insurance	☐	☐	*Percent of premium paid by employer:* _____%
Employee medical coverage	☐	☐	*Percent of premium paid by employer:* _____%
Dependents' medical coverage	☐	☐	*Percent of premium paid by employer:* _____%
Employee dental benefits	☐	☐	*Percent of premium paid by employer:* _____%
Dependents' dental benefits	☐	☐	*Percent of premium paid by employer:* _____%
Vision care benefits	☐	☐	*Percent of premium paid by employer:* _____%
Prescription drug benefits	☐	☐	*Percent of premium paid by employer:* _____%
Other Cash and Deferred Compensation			
Annual cash bonus	☐	☐	
Tax-sheltered annuity	☐	☐	
403(b) plan with matching contributions	☐	☐	
Defined benefit pension plan	☐	☐	
Defined contribution pension plan	☐	☐	
Professional Expenses			
Employer-paid bar dues	☐	☐	
Employer-paid bar/court admission fees	☐	☐	
Paid attendance at NACUA annual conference	☐	☐	
Paid attendance at NACUA CLE programs	☐	☐	
Paid attendance at other legal seminars	☐	☐	
Others; describe: _____	☐	☐	
Other Benefits			
Automobile/automobile allowance	☐	☐	
Athletic or country club membership	☐	☐	
Civic or luncheon club membership	☐	☐	
Books and periodicals allowance	☐	☐	
Business travel insurance	☐	☐	
Free tuition for dependents	☐	☐	
Free tuition for employees	☐	☐	
Discounted tuition for dependents	☐	☐	*Percent paid by dependent:* _____%
Discounted tuition for employees	☐	☐	*Percent paid by employee:* _____%
Low-cost or subsidized child care	☐	☐	
Professional liability (malpractice) insurance	☐	☐	
☐ Commercially insured ☐ Self-insured			
Is outside practice covered? Check if yes.	☐	☐	
Subsidized housing or housing allowance	☐	☐	
Others; describe: _____	☐	☐	

3. What is the total operating budget for the legal office of this institution? What was the budget for the previous year?

$_____ for fiscal year 1998-1999 $_____ for fiscal year 1997-1998

Does this budget include staff salaries and benefits?

☐ Yes ☐ No *If no, what is the 1998-1999 budget for staff salaries and benefits?* $_____

4. What is this institution's approximate average cost of employee benefits?

_____% of base pay

76

THANK YOU FOR PARTICIPATING.

Return this questionnaire in the Business Reply envelope provided, or mail to Fetzer-Kraus, Inc., 5128 Linnean Terrace, NW, Washington, DC 20008. Questions? Call (800) 363-6432.

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